

APPENDIX P

NEIGHBORHOOD REVITALIZATION STRATEGY AREAS (NRSAs)

Introduction

In August 1999 HUD approved five Neighborhood Revitalization Strategies: Central Area, Delridge/Highpoint, International District, Pioneer Square and Southeast Seattle.

Since there has been no change in the goals and objectives of the prior HUD approved strategies included in the 2001-2004 Consolidated Plan submission the City requests a one year extension of the existing NRSAs, as incorporated in this appendix. The City will update goals and objectives using 2000 census data for each strategy, examine the area priorities and develop reasonable performance targets and measures via a separate process for submission in 2006, for all or some the existing NRSAs.

Neighborhood Revitalization Strategies

Central Area July, 2000

This document was developed in response to the Federal Department of Housing and Urban Development's authorization of the Neighborhood Revitalization Strategy (NRS) program, and serves as a policy framework for spending Community Development Block Grant (CDBG) and other HUD dollars within the Central Area neighborhood. It is intended that this document will define the strategic use of CDBG dollars in the implementation of community goals and fund programs and services on a geographic scale appropriate to where people live. Additionally, the Neighborhood Revitalization Strategies offer enhanced flexibility for the use of CDBG funds in a manner that promotes innovative programs. Neighborhood Revitalization Strategies will not only guide CDBG funding decisions within distressed communities but also provide strategies and action categories that define an intentional effort to revitalize individual neighborhoods.

The Seattle Office of Economic Development has been the lead agency involved in the drafting of the Neighborhood Revitalization Strategies. However, OED has engaged in extensive consultation with the Office of Housing and the Human Services Department, community development and service delivery organizations, and neighborhood planning efforts which are the results of a process guided by the City's Neighborhood Planning Office. Central participants in the drafting of these strategies have been the Central Area Development Association, which is the City's key development partner in the Central Area community, as well as the Central Area Plan Steering Committee. The selection of neighborhoods for which Neighborhood Revitalization Strategies are developed has been determined by a combination of factors. First, neighborhoods are eligible based upon criteria, outlined by HUD and designed to ensure that the program serves communities experiencing a high concentration of economic distress. Second, the City has made a determination that sufficient organizational capacity exists within these communities to ensure that the flexibility offered will be utilized.

The "Key Strategies" section of the document provides the policy context for the identification of implementation actions that will lead to the kind of economic revitalization that best serves the Central Area neighborhood. The "Core Economic Actions" are those activities that have been identified through community deliberation and can be implemented within the five year revitalization timeline. Broad activity categories have been highlighted in bold text with specific actions following. Major action items have below them measurable performance targets that allow revitalization to be tracked at intervals over time. In the end, the desired result of all actions is defined within the "Outcomes" section of the document. And in addition, accompanying this strategy document is a neighborhood baseline data profile that will be updated periodically and used to track the changes in key revitalization indicators.

Community Boundaries

North: East Roy Street from 17th Avenue E to 23rd Avenue E, southeast to the Martin Luther King, Jr. Blvd./E Madison Street intersection

West: (From the north end) 17th Ave., East Madison St., Broadway, Cherry St., 7th Ave., South Main St, Boren Avenue, Rainier Ave S.

South: I-90

East: (From the north end) Martin Luther King Jr. Blvd. to S. Main St, east on S Main St to 28th Avenue S, west on S Lane St to Martin Luther King Jr. Blvd, Martin Luther King Jr, Blvd to 1-90

This revitalization area includes part or all of the following Census Tracts and Block Groups:

Tract	Block Groups
75	3
76	1, 2, 3, 4
77	3, 4, 5
79	1, 2, 3, 4, 5
85	1, 2, 3, 4, 5
86	1, 2, 3, 4, 5
87	1, 2, 3, 4, 5
88	1, 2, 3, 4, 5
89	3, 4, 5, 6
90	1, 2, 3
94	6
95	7

History

The Central Area is named for its geographic location in Seattle. It contains some of Seattle's oldest surviving housing as well as remnants of Seattle's diverse ethnic settlements. From 1890 to World War I, many ethnic groups moved to the area. A large Jewish community settled along Yesler Way and Japanese-Americans migrated to the area until internment forced them to leave during World War II. German and Italian communities were established in the area south of Yesler, and African Americans migrated westward to Seattle to work in shipping and railroads.

Around 1890, the Madison Street area was the center of Seattle's African-American population. In the 1920s, this population grew and predominantly African-American neighborhoods began to develop around 23rd Avenue. World War II brought increased employment opportunities and African-American neighborhoods continued to grow. In 1950, only one census tract in Seattle was over 40% African American; in 1960, six census tracts, all in the Central Area, had populations at least 40% African-American.

The 1960s were a turbulent decade for the Central Area, as for the entire nation. Civil disturbances in 1967 and 1968 focused attention on the problems faced by Central Area residents, especially African-Americans. In the aftermath of those disturbances, private development virtually came to a halt. Community activism was strong during this time and continues to this day through community councils and neighborhood groups and their work on both the physical and political environment of the area. The federal government's retreat from urban problems in the 1980s left neighborhoods like the Central Area overburdened today with joblessness, housing decay, homelessness and youth crime.

Demographic Criteria

The 1990 Census counted 24,026 people living in the Central Area. In 1990, 24 percent of households in the Central Area had incomes below the poverty level. Over 63 percent of the Central Area residents live in households that are considered low or moderate-income households. The revitalization strategies contained in this document apply to the designated area contained within the community boundaries identified above and based upon the following criteria:

- Part of the area is within Seattle's Enterprise Communities—census tracts where more than 20 percent of the population lives below the poverty level. *Census tracts 85, 86, 87, and 90 meet this criterion.*
- The area is comprised of census tracts and block groups where, when taken as an aggregate, more than 62 percent of the population ("upper quartile percentage") falls in the low or moderate income categories. *As a whole, the community boundaries contain an area where 63 percent of residents are low or moderate income.*
- In addition, the area is predominantly a residential community. *Based upon land use information, all census tracts and block groups in the designated area are predominantly residential in nature.*

Consultation

The Central Area is actively engaged in the Central Area Action Plan implementation process which is a follow up to the Central Area Action Plan of 1993, as well as the development of a Central Area Plan that is coordinated with the City of Seattle's Neighborhood Planning Process. These community-based planning efforts have involved neighborhood residents and organizations in over five years of planning efforts. This work dovetails with the City of Seattle Neighborhood Planning Office current activity of working with neighborhoods to define how the Urban Village concept should be implemented. Plans, each of which has entailed substantial community input, that have informed this document include:

- *Central Area Plan* – prepared by members of the Central Area community in coordination with the City of Seattle's Neighborhood Planning process in 1998.
- 1998 First Hill Plan – prepared by members of First Hill community in coordination with the City of Seattle's Neighborhood Planning process in 1998.
- *The Central Area Action Plan* - Developed by the Central Area Planning Committee in 1993. The planning process included numerous community meetings, focus groups, and 6,000 surveys mailed to area residents and businesses.
- *The 12th Avenue Development Plan* - Prepared by the City of Seattle's Department of Neighborhoods in 1992. The planning process was managed by the 12th Avenue Development Advisory Committee which was comprised of representatives from the City, Seattle University, and the community.
- *The I-90 Home Ownership Plan* - Developed by the City of Seattle's Department of Community Development
- *Consolidated Plan for Housing and Community Development for 1999-2000* - prepared by the City of Seattle in 1998.
- *Neighborhood Reinvestment Strategic Plan* - prepared by the City of Seattle in 1994.
- *Seattle Enterprise Community Application* -prepared by the City of Seattle in 1994 and 1995.

Assessment

The Central Area has a strong neighborhood-based action plan in place. It also has community development corporations in the process of implementing development in accordance with these plans and is buoyed by private market activity in both the housing and commercial sectors. The challenges ahead include the ability to successfully nurture urban village type development, job creation and retention and the ability to capture a greater market share of residents' retail/consumer spending.

Problems

- The Central Area has a high concentration of low income households. The Central Area also has high concentrations of handicapped and disabled residents, children living in poverty, and minority residents. In 1990 the Central Area neighborhood had twice the poverty rate of the city as a whole and had an area median household income that was only 60% of the city median household income.
- Businesses experience difficulty in obtaining investment capital for business development.
- Unemployment rates are high (14 percent of the labor force was unemployed in 1990 compared to 4.9 percent citywide), especially among youth of color.
- Community business/commercial centers are limited in scale and scope. These centers lose approximately half the Central Area market to other areas of the city, most notably to downtown department stores which are in close proximity. However most respondents in a market analysis preferred to shop for food in supermarkets outside the Central Area, an activity which could be captured at the neighborhood level.
- Crime rates are high. Three of the seven census tracts were ranked as “significantly above average” on combined occurrence of major offenses as reported by the Seattle Police Department. All Central Area tracts were significantly above average in at least one of the major crime categories.
- Over half of the Central Area’s rental housing stock is publicly subsidized and some of the city’s most severely deteriorated housing is in the east portion of the Neighborhood Revitalization Strategies area.

Community Vision

The Central Area is envisioned as a community where economic, racial and cultural diversity flourish. This community is safe and stable, good jobs are accessible, with housing affordable to low, middle and high income residents where families are raised and children are supported in and out of school. The Central Area’s physical environment is well maintained with litter and vacant and underutilized properties problems of the past. Neighborhood commercial areas are well defined and vital and are connected by streets which accommodate people on transit, in cars, on foot and on bicycles in attractive, safe settings.

Key Strategies

Develop urban village mixed-use nodes and transportation options that serve them. Urban villages are a keystone strategy for the future of sustainable, attractive Seattle neighborhoods. They concentrate a

critical mass of activity that enables intensive investments, safe, livable streets with residences and commercial storefront activity and fosters efficient public transportation options. These characteristics and their urban amenities are magnets to individuals and families who would otherwise leave the city, and concentrate economic activities that provide employment opportunities near neighborhood residences.

Retain and attract middle class households, especially African Americans, to maintain racial, cultural and economic diversity in the Central Area. There is a tender balance to be achieved to retain ethnic and income diversity without displacing existing residents. Over the past decade, middle class African American population has declined. This group is seen as critical to the neighborhood's revitalization.

Increase home ownership in order to stabilize the neighborhood. Home ownership is seen as a basic tool to invest residents in their community and its future. The intent is to increase this option for households across the income spectrum, and realize benefits from residential investments.

Capture an increased share of retail/commercial business activity through business recruitment and accompanying job creation, development of urban village nodes, and increasing small businesses' access to capital.

Support CDC/CBDOs as neighborhood intermediary institutions, and in their efforts to be catalysts for neighborhood change as outlined in the various CDC activities mentioned in this document. It is an overarching strategy within the City of Seattle and its neighborhoods that the presence of strong independent neighborhood institutions is desirable, and that neighborhood control of its own long term investments and development is an essential component of lasting neighborhood revitalization.

Educate and support youth so they have job market skills. There is overwhelming evidence that young adults with marketable technical skills and college education more easily find jobs, earn more money and continue to contribute to neighborhood wealth and well being.

Core Economic Actions

The previous strategies are meant to guide a variety of actions, either presently underway or contemplated over the next five years. Strategies provide the shape and direction that neighborhood revitalization will assume. In the section that follows, the strategies are listed again along with accompanying action items. Not all activities that have been planned or are being considered within the neighborhood are included below. The actions that are included require some role for the City of Seattle, represent opportunities for partnership between the City and private interests, or represent core revitalization activities that have: been identified in the Central Area Plan, have identified implementing agents, and need CDBG funds or other public support. Action items are described in varying levels of detail depending on the degree to which project specifics have been solidified. Over time actions may be adjusted and new actions will be identified. The basic structure of this document (specific strategies and action categories) was designed to allow these modifications over time while ensuring adherence to a neighborhood determined revitalization model. Specific performance measures and completion dates are also included with major action item.

A. Urban Villages and Land Use Strategy

- *Develop urban village mixed-use centers and transportation options that serve them.*

1. Develop mixed use commercial and residential developments at key nodes slated to become urban villages in the Central Area. Creating urban centers with increased housing density and a mixture of residential and commercial uses helps to ensure a range of affordable housing options and new vibrant markets for business activity. These centers create pedestrian life on the streets and make possible a selection of transportation alternatives.

1.1 Encourage development within the Urban Village activity node at 23rd and Jackson and Jackson Place

- *The Main Street Mixed Use Building*—The Central Area Development Association (CADA) and Kauri Investments, Ltd. plan to build a six story building on the corner of 23d and Main Street that will contain 59 condominium residential units and 3400 square feet of ground floor retail space with a courtyard.

Construction of 59 condominium units.
Construction of 3400 square feet of ground floor retail space. 2000
CADA will strive to provide any construction employment to local contractors.

- *The King Street Project*—CADA and Lorig Associates are planning to develop a site on the corner of 23rd and King Street within the next three years. This project will contain 60 market rate residential rental units and 7,000 sq. ft. of ground floor retail space.

Construction of 60 market rate residential rental units.
Construction of 7,000 square feet of ground floor retail. 2005
CADA will strive to provide any construction employment to local contractors.

- CADA owns property in the vicinity of 23rd and Jackson, has obtained a Master Use Permit, and is working with a private investor to develop a four-story building with 24,000 sq. ft. of office space and 8,000 sq. ft. of ground floor retail.

Construction of 24,000 square feet of office space. 2001
Construction of 8,000 square feet of ground floor retail space.
CADA will strive to provide any construction employment to local contractors.

2. Create a more livable community by making transportation corridors friendlier to pedestrians, bicyclists, and motorists. Connecting urban villages to downtown and Lake Washington. Add new bus service and reinforce important routes like Jackson, 12th, and 23rd.

2.1 Implement key street and pedestrian improvements within the 12th Avenue/South Capital Hill, Madison—Miller, 23rd and Jackson and Jackson Place, and 23rd and Union urban village neighborhoods.

In 1999 Central Area residents will continue to advocate for and help adopt an implementation plan which includes the above street and pedestrian improvements.

1999

2.2 Ensure transportation and transit access between Central Area urban villages and other major activity areas and transit hubs within the region. Specifically:

- Address design deficiencies in traffic flow and pedestrian and bicycle amenities at the confluence of 12th / 14th / Boren / Yesler / Jackson / Rainier / Dearborn.

In 1999 Central Area residents will continue to advocate for and help adopt an implementation plan which includes the above transit and transportation improvements.

1999

2.3 Encourage development within the Urban Village activity node at 22nd and Madison.

Awaiting key development decisions

B. Housing Strategies

- *Retain and attract middle class households.*
- *Increase home ownership in order to stabilize the neighborhood.*

1. Provide home ownership education, arrange financing and construction of homes affordable to middle and lower income households. Higher rates of homeownership can help to stabilize a community and serve to prevent displacement of existing residents as the neighborhood undergoes revitalization.

1.1 Support homeownership opportunities for existing residents. Through funds made available from the 1995 Housing Levy the city has established a Home Buyer Assistance Program, a Down payment Assistance Program, and a Location Efficient Mortgage Program all designed to provide ownership opportunities to household that would otherwise remain renters. HomeSight also has HOPE loans available to provide down payment assistance for households at or below 80% of median income. These loans are available for homes purchased in the Central Area, Southeast Seattle, Southwest Seattle and Downtown.

At least 20 Central Area residents, who would otherwise not qualify for conventional loans, purchase homes through these programs annually.

1.2 Provide HomeWise rehabilitation loans and weatherization grants for low and moderate-income homeowners through the Office of Housing . Rehabilitation loans are at 3 percent interest for loan amounts up to \$40,000. Projects range from energy conservation measures and major home repairs to accessibility improvements.

On average 100 Central Area low and moderate-income households will receive HomeWise loans or grants annually, including 18 rehabilitation and 82 weatherization.

Some of these residents will be able to stay in homes that might otherwise become unlivable due to lack of repairs, while other residents will see a reduction in their utility bills and increase in comfort level as a result of weatherization efforts.

1.3 Provide home repair services for low and moderate-income residents.

- The Office of Housing operates a Minor Home Repair program that provides up to \$4,000 in a three year period for home repair to eligible low/moderate-income homeowners and renters who are seniors or have disabilities.
- CADA leads volunteer efforts for home painting, yard maintenance and other home repair available on a sliding fee or no fee basis.

At least 200 Central Area households served annually by minor home repair services who would otherwise be unable to afford or complete needed repairs.

1.4 Support the rehabilitation of existing commercial and residential facilities with technical and financial assistance. CADA is arranging financing for the renovation of the 21 unit Harvey Apartment building to contain units affordable to households with a mix of income levels. Units will be affordable to residents earning 60 percent of area median income.

Twenty-one households, earning 60 percent of area median income, will have improved and stable rental housing. 1999
An existing affordable residential building will be preserved and renovated providing a better quality of life for residents.

1.5 Oversee the development of the Hiawatha Place property to increase homeownership opportunities in the Jackson Place Neighborhood. The City of Seattle's Department of Neighborhoods issued a request for development proposals for four remaining urban renewal parcels (3.25 acres) within the Jackson Place community. The development proposal selected was submitted by a coalition of housing developers which includes Icon Architecture, HomeSight, Pyatok Associates, and Seattle Cohousing. The development will result in over 170 units of housing and 17,000 square feet of commercial space in the following configuration:

130 artist live-work spaces, including:	
60 units for sale and	2001, 2003
70 units of mutual housing rental	2000
24 market rate units of cohousing with common house	2000
14 townhomes	2002
3 four bedroom single family homes for sale	
17,000 sq. ft. of commercial space, including: street level commercial bays, light manufacturing workshops, and storage space.	2001, 2003
Local business commitment during development	\$648,603

1.6 Utilize the multi-family tax abatement program as a catalyst for new housing development. This program allows for the abatement of the improvements portion of the property tax for up to ten years for buildings with four or more new units. The city estimates that 350 units of housing will be produced each year, for four years, citywide utilizing this incentive program.

The city and the CDCs will work to see that the tax abatement option assists in bringing at least 200 new units of housing into the Central Area housing market. 1999-2003

1.7 Continue to track the status of federal project-based subsidy projects (section 8) and provide assistance to help preserve them. The City will provide financial help when appropriate (and funding permits) and help in getting accurate information on project status to tenants.

The Office of Housing will continue to monitor the status of Section 8 housing and work with the neighborhood to develop strategies for retaining these properties as affordable housing.

C. Economic Development Strategies

- *Capture an increased share of retail/commercial business activity.*
 - *Support CDC/CBDOs as neighborhood intermediary institutions, and as catalysts for neighborhood change.*
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1. Make capital and training support available to existing and new businesses in the Central Area.

1.1 The City will support small business assistance through Community Capital Development Corporation, a small business loan and technical assistance center that has taken over the City's small business loan portfolio. CCD targets its loans and assistance programs within the Seattle enterprise Community, which includes part of the Central Area neighborhood. In its first year of independent operation it issued 44 loans to businesses and provided business and technical assistance to over 280 business owners and operators.

At least 12 loans issued to Central Area businesses.

At least 35 businesses receive technical training and support.

At least 10 new jobs created or retained from business retention.

At least 15 new jobs created or retained from business development and/or expansion.

1.2 The City will support the community development corporations as the neighborhood intermediary institutions with the greatest potential to bridge gaps between local government agencies, the business community, community groups, and residents. To this end the city will support the community development corporations with appropriate funding for timely identification and implementation of important development projects. Funds will be utilized as equity investments for commercial, residential, or mixed-use developments; as well as to support CDC marketing, communication, and community service activities. The Office of Economic Development and the Seattle Community Development Collaborative strongly support development efforts that provide an ongoing revenue stream that can help to move CDCs toward eventual self-sufficiency.

Annual funding for specific CDC activities and operational support that leads to specific community development activities listed throughout this document, as well as allows the CDC to act as a neighborhood intermediary institution.

1.3 Support the recapitalization of the Central Area Capital Fund Program: Support funding for the three major existing activity areas.

Commercial Façade Improvement Program—This program provides matching funds for community-based development organizations in the Central Area to sponsor façade improvements by private businesses and/or commercial property owners in the Central Area.

Project Pre-Development Financing—provides pre-development financing to Central Area CDCs to evaluate the development feasibility or to conduct due diligence and/or acquire site control. (Washington State Community Development Loan Fund)

Community Equity Fund—provides funding for Central Area CDCs to invest equity in real estate development projects that provide small businesses access to commercial spaces beyond their means. (Seattle Community Development Collaborative)

Allocation for the recapitalization of the Capital Fund Program.
Number of façade improvements receiving funding.
Predevelopment work begun on new projects.

1.4 Develop an area-wide Marketing Program for the Business Districts: This program would coordinate business communication, area-wide marketing, and positive publicity in a manner that stresses the various opportunities that exist within the series of successful economic niche neighborhoods that make up the overall Central Area community. Work to establish and support a Central Area Convention and Visitors Bureau in cooperation with the area-wide marketing program.

The establishment of a Marketing Program Plan with program components defined and agreed upon by OED, Chamber, CDCs, and CAAP-IT.

1999

2. Provide access to training and family wage jobs for area residents who are either unemployed or under-employed.

2.1 The City will help to develop new job opportunities through the Seattle Jobs Initiative. Seattle Jobs Initiative is a major effort underway to connect unemployed and under-employed adults to jobs in sectors that are experiencing growth and with companies that will provide career ladders and opportunities for advancement. SJI works with local training institutions and employers to develop short-term, competency-based vocational training in these sectors. All of the training offerings include jobs search training, soft skills job readiness training, and workplace basics (ABE and ESL) preparatory training. These training offerings can be accessed through SJI's community service providers.

Citywide SJI will place 2000 job seekers in new jobs paying at least \$8/hr.
After six months between 75 and 85 percent of placements will be retained.
After two years between 60 and 75 percent of placements will be retained.
Neighborhood specific performance targets will be developed during 1999.

2000

2.2 Establish and support the Central Area Contractor's Plan and Resource Center (CACPRC) that will be operated through the Central Area Motivation Program (CAMP). The CACPRC will serve as a one-stop shop for Central Area contractors to access information about bid opportunities and to access technical assistance for business development. Components of the program include: 1) Plan and Resource Center, 2) Technical Assistance Program, 3) Job Linkage and Youth Placement, and 4) Businesses Development and Incubation.

The establishment of Contractors Plan and Resource Center
A certified youth apprenticeship program is fully operational.
Central Area contractors expand or maintain their businesses due to access to information services and/or technical assistance.

1999

1999

2.3 The Seattle Vocational Institute, Garfield High School, CAMP, Rotary Boys & Girls Club, Midtown Commons, Central Area Development Association and the Central Area Weed & Seed Community Advisory Committee have been collaborating to provide job training and job placement for youth. This process will strive to lead to the development of an employment consortium with major Central Area

employers, schools, and service providers to develop training opportunities and to provide jobs and ongoing employment support services for youth, with links to the Seattle Jobs Initiative.

D. Youth and Family Support Services Strategy

➤ *Educate and support youth so they have job market skills.*

1. Nurture and support school age youth through after school educational, skill and esteem building, and employment opportunities.

1.1 Provide comprehensive case management services to youth at risk of becoming involved in gang related activities through the Seattle Team For Youth and the Minority Outreach Program. These programs are collaborative efforts undertaken by the Seattle Public Schools and community-based organizations that provide support services including individual and family counseling, drug and alcohol abuse treatment, tutoring, mentoring, leadership development, employment assistance, and recreational programs. Anti-Gang Case Management services in the Central Area are provided by Central Youth and Family Services, the Atlantic Street Center, and the Central Area Motivation Program's Rites of Passage Experience program.

Case management services will be provided for 300 at-risk youth annually system wide, through programs primarily serving low/moderate income communities including Central Area, Southeast Seattle and the International District.
At least 50 percent of youth enrolled will reduce criminal or diversion-related incidents for three months or more.
At least 25 percent of youth enrolled will improve school attendance for three months.
At least 33 percent will improve positive relationships with families and peers.

1.2 The Seattle-King County Department of Public Health in coordination with Garfield High School and Nova Alternative School operates a Teen Health Clinic, which provides drug and alcohol prevention and intervention services. Services include assessment, limited treatment, referrals, follow-up services, support groups, and classroom presentations.

1.3 Support after-school educational, leadership, and skill building programs.

- The Urban League of Metropolitan Seattle operates Safe Haven, a program that provides reading and specialized math instruction, homework assistance, test preparation, and financial aid/scholarship information for area youth.
- The Rotary Boys and Girls Club—Rotary Education Assistance Program offers individualized learning plans for students who are below grade level in reading, spelling, or math.
- The Garfield High School Challenge Math Program aims to increase the number of minority students in college preparatory mathematics classes. The program serves 45 students per summer session.
- The Garfield High School Cultural Relations Program aims to raise awareness on issues of diversity and race relations. The program will train one hundred youth as peer leader/facilitators and will conduct an all school workshop in the Spring of 1999.

- The Central Area Youth Association runs the STARS tutoring program.

1.4 Support community facility investments that assist programs and services dedicated to youth development, education, and/or employment training and support. One currently funded example is CAMP's project to reconfigure a warehouse/business space on Jackson Street into a Youth and Family Resource Center which provides after school programs.

2. Provide services to the Yesler Terrace community that support youth and family development in a manner that provides integration into the larger neighborhood.

2.1 Support includes programs that support youth and family development in a new or expanded community center serving Yesler Terrace. Space for the following programs should be included in the Community Center design:

- A training center for the Seattle Jobs Initiative. One programmatic element of this center would assist residents of Yesler Terrace in acquiring on-the-job training positions with nearby medical centers.
- The Yesler Terrace Health clinic and the various programs administered therein.
- A 24 hour child care program. A child care partnership between the nearby medical centers, the Seattle Jobs Initiative, and the Seattle Housing Authority could ensure that community residents can overcome child care barriers that are associated with medical center swing-shift employment opportunities.
- A satellite People Center which would include translation services, ESL training courses, access to computer technology, information referral services, and youth activity programs.

Yesler Terrace will have a community center that will have the capacity to serve as an access point for a full array of health, employment, childcare, informational and recreational services.

2.2 Assist unemployed residents of the Yesler Terrace community, currently receiving Temporary Assistance for Needy Families, to become ready to enter the job market. The Seattle Housing Authority has received a one-time 30 month, \$2.6 million grant from the Department of Labor to transition 400 eligible residents (from Yesler Terrace and High Point) from welfare to work. Clients served will be the hardest to serve TANF recipients with no recent employment record, history of over 30 months of welfare assistance, and math or reading scores below the 9th grade level. The program will provide an intensive case management approach that will address issues relating to transportation barriers, child-care needs, substance abuse problems, and skill development training, and will seek partnerships that will allow simultaneous provision of training and employment opportunities.

At least 125 residents of the Yesler Terrace community will receive intensive case management and will find employment at \$8/hr. or greater. The caseload target for this program is 35 clients per case manager.

Outcomes

The activities and strategies described in this document are intended to revitalize the Central Area. The results of these efforts—the outcomes—are healthier, safer, more economically vibrant and stable communities over the next five years and beyond. In short, Neighborhood Revitalization Strategies

should aid in the reorganization of, and investment in, the community's (often under appreciated) assets in order to better meet these objectives. The desired outcomes for the Central Area include:

- Increase in local business development and expansion and job creation and retention that will capture a greater share of residential spending.
- Increased livability of community in friendlier and safer streets through street improvements and beautification planned and completed, connecting urban villages to downtown and Lake Washington.
- Pedestrian improvements implemented in the urban village centers and along primary residential arterials.
- Stabilization of community through retention of middle class homeowners (including an increase in African American households)
- Improved mobility options for area residents.
- Development of mixed use projects in urban village nodes that provide an array of housing options and neighborhood employment opportunities.
- Increased median income of Central Area residents.
- Several community gateways established.

How will the city and neighborhood residents know if they are reaching these outcomes? Each activity listed above has specific measures, or targets, to achieve. The cumulative total of these actions, building new affordable housing units, developing new jobs, having families on sound financial footing, contribute to the realization of the five year revitalization outcomes. Monitoring the extent to which the outcomes are achieved will be undertaken by:

1. checking progress through the activity measures;
2. using the NRS DataProfile, and annual updates of the data it contains, to assess change in a range of community revitalization indicators in the areas of housing, employment and commerce; and
3. placing these quantifiable measures in the context of how neighborhood residents, community based organizations, and public officials perceive the well being of the neighborhood.

Neighborhood Revitalization Strategies

Delridge/High Point July, 2000

Developed in response to the Federal Department of Housing and Urban Development's authorization, the Neighborhood Revitalization Strategy (NRS) program provides strategies and action categories designed to assist in the effort to revitalize the Delridge/High Point neighborhood. In addition the strategies serve as a policy framework for spending Community Development Block Grant (CDBG) dollars within the Delridge/High Point neighborhood, by defining strategic uses of CDBG dollars and other monies available to the City in the implementation of community goals, fund programs and services on a geographic scale appropriate to where people live. Additionally, if the Strategies are approved by HUD, the City is given enhanced flexibility in using CDBG funds to promote innovative programs.

As the lead agency, the Seattle Office of Economic Development has been in charge of drafting the Neighborhood Revitalization Strategies. In these efforts OED has consulted with the Department of Housing and Human Services (now the Human Services Department and the Office of Housing), service delivery organizations, and persons involved in neighborhood planning efforts. The Delridge Neighborhoods Development Association, the City's key development partner in the Delridge community, played a significant role in drafting these strategies. A combination of factors determines a neighborhood's eligibility for NRS. First, HUD criteria ensure the program serves communities experiencing a high concentration of economic distress. Second, the City determines that sufficient organizational capacity exists within the community to ensure utilization of the program.

The "Key Strategies" section of this document provides the policy context and identifies actions leading to the economic revitalization that best serves the Delridge/High Point Neighborhood. The "Core Economic Actions" defines activities identified through community deliberation and {that are to be undertaken or that can be implemented} within the five year revitalization timeline. Broad activity categories are highlighted in bold text with specific actions and performance targets following. Measurable performance targets allow tracking revitalization efforts over time. The end desired result of all actions is defined within the "Outcomes" section of the document. In addition, a neighborhood baseline data profile, which will track changes in key revitalization indicators, accompanies this strategy document.

Community Boundaries

North: Spokane St. (or W. Seattle Freeway)

South: SW Elmgrove St.

West: (From north end) SW Avalon Way, west on SW Andover St, south on 32nd Avenue SW, west on SW Genesee St, south on 35th Ave SW, east on SW Myrtle St, south on 30th Avenue SW.

East: 16th Ave. SW

This revitalization area includes the following Census Tracts and Block Groups:

Tract	Block Groups
99	2, 3, 4
107	All
108	2, 3
114	1
115	

History

West Seattle is a peninsula physically separated from the rest of Seattle by the Duwamish River. This fact, coupled with the geographic forms of north-south ridges and valleys, makes the Delridge district somewhat of a backwater in terms of urban development (few sidewalks, curbs and gutters, and more open space). The north and west facing portions of West Seattle, with commanding views of Puget Sound and Elliot Bay, developed into middle class, upper middle class and prosperous residential areas. In other areas, the valleys, steep slopes, and flooding associated with Longfellow Creek inhibited development. The Duwamish Waterway and Harbor Island serve maritime-related and shipbuilding industries. Industrial uses, including Seattle's largest steel mill, border Delridge and have impacted it, resulting in affordable though sometimes code-deficient housing in the valleys to the south. Temporary housing built for WWII airplane and ship factory workers became the 716-unit High Point public housing development. The housing stock and the large percentage of the undeveloped and unaltered land are potential assets as the rest of Seattle matures into a dense urban form. Over the past decade, the City of Seattle has spent 36% of its Open Space Bond Issue funds to secure greenbelts along the Duwamish hillsides and other natural areas in the Delridge area.

Demographic Criteria

The 1990 US Census counted 24,896 people living in the Delridge Neighborhood Revitalization Strategy area. This represented 15% growth during the 1980s compared to a citywide 4.5% rate of growth. (Delridge Neighborhoods Development Association ("DNDA") business plan.) DNDA estimates the current population at 30,000, confirming continued growth of the area.

Part of the area has been designated as Seattle's Enterprise Communities census tracts where more than 20 % of the population live below the poverty level. *Census tract 107, part of the Delridge Neighborhood Revitalization Strategy area, meets this criteria*

The area is comprised of census tracts and block groups where, when taken in aggregate, more than 62% of the population ("upper quartile percentage") falls in the low or moderate income categories. *As a whole, in the area within the boundaries of the Delridge Neighborhood Revitalization Strategy area boundaries over 62 percent of residents are low or moderate income.*

In addition, the area is predominately a residential community. *Based upon land use information, all census tracts and block groups in the designated area are predominately residential in nature.*

Consultation

The Delridge/High Point NRS area includes two planning groups. In 1997, the High Point group created a redevelopment plan that the Seattle Housing Authority submitted to HUD for HOPE VI funding. The planning process involved residents in a series of focus groups, held in seven different languages, and two community surveys. A second planning group in Delridge is actively engaged in a neighborhood planning process funded by Seattle's Neighborhood Planning Office and managed in part by the Delridge Neighborhoods Development Association. A series of community meetings and a survey covered five core topic areas including public safety, economic development, transportation, housing and land use, and parks, open space and the environment. Both planning efforts recognize shared assets between Delridge and High Point and the impact each community has on each other's physical and economic development. Active community involvement in both planning areas contributed to the Neighborhood Revitalization Strategies, as have previous community and citywide planning processes, policies, and community based efforts. These sources include:

- *High Point Garden Community HOPE VI Revitalization Plan*, prepared by the Seattle Housing Authority in 1997.
- *The Delridge Neighborhood Action Plan*, prepared by the Delridge Community Association and the Seattle Department of Neighborhoods in 1990.
- *The Delridge Neighborhood Development Association Business Plan*, prepared by the community development corporations board in 1997.
- *The Delridge Neighborhood Planning Survey*, prepared by the Delridge Organizing Committee in 1997.
- *The 1999-2000 Seattle Consolidated Plan for Housing and Community Development*, prepared by the City of Seattle.
- *The Neighborhood Reinvestment Strategic Plan*, prepared by the City of Seattle in 1994.
- *The Seattle Enterprise Community Application and Strategies*, prepared by the City of Seattle in 1994 and 1995.

Assessment

The geography and flood potential of the Delridge/High Point Neighborhood depress and limit development. As a result, a legacy of greenbelts and open space exists, which provides valuable assets for community development. Additionally, many view properties, and recreational and community facilities exist in the area. The neighborhood also benefits from its proximity to downtown and the livable wage manufacturing jobs located in the Duwamish Industrial Area. These assets are counterbalanced, however, by a concentration of poverty, large numbers of subsidized housing units, immigrant families facing language and cultural barriers, the perception that the community is not safe, lower property values, anemic commercial business nodes on key arterials, substandard transportation facilities and infrastructure, and poor linkage with other West Seattle neighborhoods. With the help of private market interest in residential and commercial development, the Delridge/High Point area hopes to attract and manage growth through the neighborhood revitalization effort.

Problems

- **Unemployment.** An unemployment rate of 7.4% exceeded the city rate of 4.9% in 1990. Unemployment rates for Asian and Pacific Islanders, African Americans, Hispanics, and

American Indians, who comprise one third of the community's population, ranged from 7.3% to 16.6%.

- **Income.** Household income is lower than the City as a whole; median household income was \$26,560 compared to \$43,900 for all of Seattle.
- **Poverty and Housing.** Concentrations of poverty, subsidized housing, and deteriorated housing exist in the Delridge neighborhood. The single largest concentration of subsidized housing in the community is the High Point garden community operated by the Seattle Housing Authority. High Point contains 716 units, with little investment in repairs or modernization since its construction in 1942. High Point seriously needs renovations. 1660 units, or about one third of the rental units in the Delridge area, are subsidized.
- **Transportation.** Traffic circulation poses new problems for this expanding community attempting to manage growth. Topography funnels car and transit traffic largely in north/south patterns on a few major arterials. Due to a series of factors, including some of the last remaining large parcels of developable land in the city (existing in part because of drainage improvements), traffic congestion is increasing and turning Delridge Way-now with 22,000 car trips daily- into a community divider.
- **Absence of neighborhood-based development.** Until DNDA was formed in 1996, Delridge had no community development corporation and a limited ability to undertake or implement strategies and actions identified in earlier planning efforts.
- **Crime.** The community is often perceived as unsafe. Crime statistics paint an uneven picture: homicide is higher than other parts of the city while rape, burglaries, robberies and assaults are lower than other parts of the city.
- **Design issues.** Design issues negatively affect High Point's housing development, including open spaces that present security problems and environmental hazards because of illegal dumping, isolation of the housing stock from other neighborhood housing, and a non-pedestrian-friendly streetscape.
- **Lack of infrastructure.** Many areas of Delridge are still on combined storm and sanitary sewer. Many areas, especially on walking routes to neighborhood schools, lack sidewalks. Many residential streets remain unimproved with curb, gutter, sidewalk, street trees, etc. These factors contribute to unsafe pedestrian conditions and generally lower livability standards than most Seattle neighborhoods.

Community Vision

Envisioned as a community where all people feel safe and welcome, Delridge residents want the opportunity to meet their social, economic, and recreational needs. The community is integrated with open space and natural areas. Along Delridge Way there are three areas where a mix of housing and businesses, including low-rise family housing next to businesses, gather together and support each other, providing a lively focus for community life.(DNDA/Neighborhood Planning Office (NPO)

High Point envisions itself as a vibrant, mixed-income community where mutual respect, education, work, and a safe environment for families form its central values. High Point will attract families and

businesses with well-designed, mixed income housing, revitalized commercial nodes, and integrated low income housing in the West Seattle community. The improved condition of High Point will also stimulate investment in the surrounding community, and provide jobs for 70% of all employable residents in the area. (HOPE VI Revitalization Plan)

Key Strategies

Develop neighborhood nodes of concentrated activity with mixed-use commercial/residential development and pedestrian and transit orientation.

Urban villages are a key strategy for the future of sustainable, attractive Seattle neighborhoods. They foster efficient public transportation options and concentrate a critical mass of activity that enables intensive investments, safe, livable streets with residences and commercial storefront activity. These characteristics and their urban amenities are magnets to individuals and families who would otherwise leave the city. These characteristics also concentrate economic activity, providing employment opportunities near neighborhood residences.

Preserve, integrate and enhance existing natural areas with new development. The natural areas in Delridge are important community assets adding to the livability of the area. Integrating greenspaces into planning efforts will help attract and retain households. With more undeveloped land than any other Seattle neighborhood, there still exists a unique opportunity to preserve important open space and integrate nature into new developments.

Improve the housing conditions of residents, stabilize the housing market, support first time homebuyers and develop housing alternatives to single-family detached homes. Because housing is the predominate land-use, housing upkeep is important to the quality of life in the neighborhood. Additionally, increased home ownership encourages residents to invest in their community and its future. By increasing home ownership options for households across the income spectrum, community members realize the benefits from residential investments. Homeownership is one of the primary methods for families to develop assets which can be used for retirement, children's educations, and passed on to future generations.

Promote economic development opportunities that keep wealth within the community, attract new business and provide employment opportunities for residents. Combined, these three economic development goals help create a viable and sustainable community.

Build upon the community asset of population diversity. Delridge/High Point is home to people of all ages and many cultures. Creating opportunities for the entire population can help residents become active in the community. Additionally, this diversity allows for cultural exchanges and artistic endeavors increasing the desirability of the community and building an economic asset.

Build CDC/CBDO capacity and neighborhood capacity to create neighborhood change. The City of Seattle and its neighborhoods want neighborhood empowerment. Neighborhood control and development is an essential component of lasting neighborhood revitalization. This capacity is particularly important because of the unique opportunities presented by the availability of developable land and the culmination of the community's neighborhood planning efforts.

Revitalize High Point as a mixed income development, without loss of subsidized units, better serving residents and the surrounding community. Physical redevelopment of High Point will create momentum for revitalization of the surrounding neighborhood and attract higher income

households without displacing current numbers of affordable units. Design changes will integrate High Point into the neighboring community, increase safety, and make the development more attractive to prospective homeowners. By implementing management and operating policies, and creating partnerships, High Point will continue to serve residents long after physical redevelopment takes place.

Core Economic Actions

The previous strategies guide a variety of actions, either presently underway or contemplated over the next five years. The strategies provide the shape and direction that neighborhood revitalization will assume. The following section lists strategies and action items. Not all activities planned or considered are included below. The included actions require some role for the City of Seattle, represent opportunities for partnership between the City and private interests, or represent core revitalization activities. Action items are described in different levels of detail depending on the project. Over time, actions may be adjusted and new actions will be identified. The basic structure of this document (specific strategies and action categories) allows these modifications over time while adhering to a neighborhood-determined revitalization model. Specific performance measures and completion dates are also included with the major action items.

A. Economic Development Strategies

- *Promote economic development opportunities to keep wealth within the community, attract new business and provide employment services to residents.*
 - Encourage and support the neighborhood's capacity for creating neighborhood change.
 - *Build upon the community asset of population diversity.*
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-

1. Make capital, training support, and space available to existing and new businesses in the Delridge/High Point area.

1.1 Support small business loans and assistance programs for small businesses in the Delridge/High

Point area, to be provided and administered by Community Capital Development Corporation, a small business loan and technical assistance center

At least 6 loans issued to Delridge/High Point businesses.	2000
At least 15 businesses receive technical training and support.	2000
At least 10 new jobs created from business development, expansion, and/or retention.	2000

1.2 As a first step .to provide small and start- up business incubator space and services, DNDA and Environmental Works will conduct a feasibility/marketing study for the provision of small business space and assistance needs

Complete feasibility study 1999

1.3 DNDA and Friends of P-Patch/Cultivating Communities plan to develop a small-scale urban subscription farm that will provide food security and supplemental income to low-income High Point residents.

Recruit 12 potential High Point resident/farmers	2000
Provide 10 residents job readiness skills instruction (landscaping, translating, customer service etc.)	2000
Create 28 subscriptions and market opportunities	2000
Hold a harvest festival.	2000

1.4 DNDA will develop 4,300 square feet of commercial space for business/community services at Brandon Court – a new mixed-use complex on Delridge Way.

Brandon Court construction complete	January 2000
Lease-up of commercial space at The Delridge and Brandon.	March 2000

2. Link unemployed and under-employed residents with employment opportunities.

2.1 The City will help to develop new job opportunities through the Seattle Jobs Initiative (SJI). Seattle Jobs Initiative seeks to connect unemployed and under-employed adults to jobs in sectors experiencing growth and with companies providing career ladders and opportunities for advancement. SJI works with local training institutions and employers to develop short-term, competency-based vocational training in these sectors. All training offerings include job search, soft skills job readiness, and workplace basics (ABE and ESL) preparatory training. These training offerings can be accessed through SJI's community service providers.

Citywide SJI will place 2000 job seekers in new jobs paying at least \$8/hr.	2000
After six months between 75-85 percent of placements will be retained	2001
After two years between 60 and 75 percent of placements will be retained.	2003
Neighborhood specific performance targets will be developed during 1999.	

2.2 With a one-time 30 month, \$2.6 million grant from the Department of Labor, the Seattle Housing Authority will transition 400 eligible residents from the High Point and Yesler Terrace communities from welfare to work. Clients have no recent employment history, (within 30 months of welfare assistance) and math or reading scores below the ninth grade level. The program provides an intensive case management approach addressing issues related to transportation barriers, child-care needs, substance abuse problems, and skill development training. This program seeks partnerships allowing simultaneous provision of training and employment opportunities.

At least 150 High Point residents will receive intensive case management and will find employment at \$8/hr. or greater. The caseload target for this program is 35 clients per case manager.	2001
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2.3 Offer job support services such as ESL classes, daycare, computer training, and access to job information for the residents of the Delridge/High Point area through various organizations including On Ramp, South Seattle Community College, Southwest Youth & Family Services.

3. Provide financial and technical support for community economic development efforts in Delridge/High Point.

3.1 The City will assist in implementing important development projects as described throughout this document by providing support to community development corporations. Funds will be utilized as equity investments for commercial, residential, or mixed-use developments and will support marketing, communication, and additional community development activities.

The City will support annual funding for specific CDC activities and operational support that leads to specific community development activities listed throughout this document; as well as to allow the CDC to act as a neighborhood intermediary institution.

4. Build upon assets of cultural diversity.

4.1 Develop a feasibility plan for a Delridge Community Campus, which would include Southwest Youth and Family Services, SafeFutures, Harvest Festivals and other community functions in a converted old Cooper School building.

DNDA will conduct feasibility study with city funding support.

2000

B. Housing Strategies

- *Improve housing conditions of residents, stabilize the housing market, increase home ownership options and support first-time homebuyers.*
- *Revitalize High Point as a mixed income development (without a loss in the current number of subsidized units) that will better serve residents and the surrounding community.*

1. Improve housing conditions of current residents

1.1 Provide HomeWise rehabilitation loans and weatherization grants for low and moderate income homeowners through the Office of Housing. Rehabilitation loans are 3 % for loan amounts up to \$40,000. Projects range from energy conservation measures and major home repairs to accessibility improvements. Improve marketing efforts through working with DNDA and other community partners.

1.2 On average 55 Delridge low and moderate income households will receive HomeWise loans or grants annually, including 5 rehabilitation and 50 weatherization. Through this action some of these residents will be able to stay in homes that might otherwise become unlivable due to

lack of repairs, while other residents will realize a reduction in their utility bills and increase in comfort level through weatherization efforts.

2. Add to the stock of affordable housing consistent with the neighborhood plan and urban village strategy.

2.1 Develop condominiums in Brandon Court.

DNDA will develop 17 condominiums at The Delridge and Brandon mixed use project. These market rate units will be affordable to moderate income house

January 2000

2.2 Encourage accessory units by allowing home rehabilitation programs to cover the development of accessory units.

2.3 Develop 21 town home units at Croft Place

DNDA will develop 21 town homes for low-income families

2005

3. Expand down-payment assistance.

3.1 Provide HOME funds through the Office of Housing for down payment assistance in Brandon Court.

\$220,000 will be allocated by the Office of Housing for down payment assistance on condominiums built at DNDA's Delridge and Brandon development.

January 2000

3.2 Continue current support to provide down payment assistance and home ownership education to first time home buyers in the Delridge Special Objectives Area through the HomeSight/DNDA collaborative.

Through home ownership education and assistance, 20 households will purchase homes in the Delridge SOA in 1999 and 25 households will do so in 2000.

4. Create opportunities for mixed-income housing development.

4.1 SHA and High Point residents created a Hope VI redevelopment plan to turn the 716 unit subsidized housing complex into a mixed income development. The plan calls for 716 low income public housing units, 10 moderate income, owner-occupied units and 50 market rate owner-occupied housing units. In addition, 54 market rate rental units and 40 assisted living, elderly apartments would be built.

Seattle Housing Authority will look at creative ways, including Hope VI funds, to Develop mixed income and assisted living options in a more densely developed High Point community.

2000

C. Urban Village and Land Use Strategies

- *Develop neighborhood nodes of concentrated activity with mixed-use commercial/residential and pedestrian and transit orientation.*
 - *Preserve, integrate and enhance existing natural areas with new development.*
-

1. Develop mixed-use nodes with commercial, residential and civic uses along Delridge Way.

1.1 DNDA will develop Brandon Court as a mixed unit development with 17 residential units and 4,300 square feet of commercial space at the corner of Delridge and Brandon.

Complete construction of Brandon Court

January 2000

1.2 DNDA is assembling land and will begin development of a new construction project immediately south of Brandon Court adding 10-25 new affordable housing units and up to 5,000 square feet of ground level commercial space.

Site control

December 1998

Begin construction

Spring 2000

1.3 Recruit up to 6 new businesses for the commercial space in Brandon Court and new DNDA development to the south.

Complete lease up of Brandon Court

February 2000

1.4 Work with the Seattle Public Library to locate and construct a branch library in the vicinity of Delridge and Brandon (consider locating within DNDA's new development immediately south of Brandon Court).

1.5 Redevelop the Old Cooper School building to preserve the historic resource, add housing, restore community use of portions of the facility, and integrate programs with the Delridge Community Center and Southwest Youth and Family Services.

Convene School Use Advisory Committee

2000-2005

Explore development team collaborations

2000-2005

1.6 Work with City Departments and the surrounding community to develop an Urban Design Opportunities Plan for the Delridge south node (around K-Mart).

Convene community workshops
Develop Plan

Spring 2000
Summer 2000

2. Enhance the quality of Delridge Way for pedestrians.

Create design guidelines that encourage pedestrian use.

Improve pedestrian streetscape focused on the nodes by widening sidewalks, shortening crosswalks, installing pedestrian scaled lighting, pedestrian furnishings and landscaping.

Improve strategically located unimproved rights-of-way with pedestrian stairways to facilitate pedestrian circulation to schools, business nodes and major neighborhood amenities (e.g.: Brandon, Graham, and Webster).

3. Preserve, integrate and enhance existing natural areas with new development.

Expand P-patch gardens in the Puget Boulevard right-of-way.

Extend trails and open space into new project developments that connect with existing trails and public access to Longfellow Creek (e.g.: Yancy Street site, Gregg Davis Park, Brandon trail, Webster Street basin, etc.)

Preserve and incorporate trees, natural areas, and environmental features in new developments.

Explore the feasibility of DNDA developing a demonstration project for the preservation and incorporation of open space and natural features in an affordable housing development project. Begin exploration fall 2000.

4. Improve physical conditions for transit riders to increase comfort, safety and ridership.

Convert roadway between Sylvan Way and Delridge Way to transit only and develop a bus transfer center for Metro routes 20, 50, 85 and 128.

Add bus shelters with unique lighting, signage and artworks within neighborhood nodes.

Outcomes

The activities and strategies described in this document are intended to revitalize the Delridge/High Point neighborhood. The results of these efforts—the outcomes—are healthier, safer, more economically vibrant and stable communities over the next five years and beyond. In short, Neighborhood Revitalization Strategies should aid in the reorganization of, and investment in, the community's often under-appreciated assets in order to better meet these objectives. The desired outcomes for Delridge/High Point include:

- Improved employment status and asset development among low income families and communities, improving their ability to participate in community life, meet life's challenges and provide for their children and their children's future.
- Preservation of affordable housing for households below 30% of the Seattle Median Income.

- Increased availability of affordable housing opportunities integrated with market rate housing, particularly for the 30-60% of median income range, increasing the stability of both individual families and the entire community.
- Increased livability through a concentration of new commercial and civic/community activities in commercial nodes along Delridge Way, meeting the social, recreational and good/service needs of community residents and employees.
- A greater sense of community, defined by activities and places that bring people together in both specific cultural activities and in the course of daily life in the community.
- New and stable businesses providing needed goods and services to residents and employers.

How will the city and neighborhood residents know if they are reaching these outcomes? Each activity listed above has specific performance measures, or targets, to achieve. The cumulative totals of these actions, building new affordable housing units, developing new jobs, having families on sound financial footing, contribute to the realization of the five year revitalization outcomes. Monitoring the extent to which the outcomes are achieved will be undertaken by:

1. Checking progress through the activity measures;
2. Using the NRS Data Profile, and annual updates of the data it contains, to assess change in a range of community revitalization indicators in the areas of housing, employment and commerce; and
3. Placing these quantifiable measures in the context of how neighborhood residents, community based organizations, and public officials perceive the well being of the neighborhood.

Neighborhood Revitalization Strategies

International District July, 2000

This document was developed in response to the Federal Department of Housing and Urban Development's authorization of the Neighborhood Revitalization Strategy (NRS) program, and serves as a policy framework for spending Community Development Block Grant (CDBG) and other HUD dollars within the International District neighborhood. It is intended that this document will define the strategic use of CDBG dollars in the implementation of community goals and fund programs and services on a geographic scale appropriate to where people live. Additionally, the Neighborhood Revitalization Strategies offer enhanced flexibility for the use of CDBG funds in a manner that promotes innovative programs. Neighborhood Revitalization Strategies will not only guide CDBG funding decisions within distressed communities but also provide strategies and action categories that define an intentional effort to revitalize individual neighborhoods.

The Seattle Office of Economic Development has been the lead agency involved in the drafting of the Neighborhood Revitalization Strategies. However, OED has engaged in extensive consultation with the Office of Housing and the Human Services Department, community development and service delivery organizations, and neighborhood planning efforts which are the results of a process guided by the City's Neighborhood Planning Office. Central participants in the drafting of these strategies have been the InterIm Community Development Association and the Seattle Chinatown International District Preservation Development Authority, which are the City's key development partners in the International District community, as well as the Chinatown/International District Planning Committee. The selection of neighborhoods for which Neighborhood Revitalization Strategies are developed has been determined by a combination of factors. First, neighborhoods are eligible based upon criteria, outlined by HUD and designed to ensure that the program serves communities experiencing a high concentration of economic distress, such as the International District which is entirely contained within in the Seattle Enterprise Community. Second, the City has made a determination that sufficient organizational capacity exists within these communities to ensure that the flexibility offered will be utilized.

The "Key Strategies" section of the document provides the policy context for the identification of implementation actions that will lead to the kind of economic revitalization that best serves International District neighborhood. The "Core Economic Actions" are those activities that have been identified through community deliberation and can be implemented within the five year revitalization timeline. Broad activity categories have been highlighted in bold text with specific actions following. Major action items have below them measurable performance targets that allow revitalization to be tracked at intervals over time. In the end, the desired result of all actions is defined within the "Outcomes" section of the document. And in addition, accompanying this strategy document is a neighborhood baseline data profile that will be updated periodically and used to track the changes in key revitalization indicators.

Community Boundaries

North: (From the west end) Yesler Wy between 4th Ave. S and I-5, S Main between I-5 and Boren Ave. S

East: S Dearborn St to I-5, south on I-5, west on S. Charles St, south on 6th Avenue S one half block, west following property line (refer to map) to 4th Avenue S.

South: S. Dearborn St, Airport Way S., S. Charles St. between 6th Ave S and I-5, and S. Dearborn St. between I-5 and Rainier Ave. S.

West: 4th Ave. S.

The International District includes all or part of the following Census Tracts and Block Groups:

Tract	Block Groups
90	3
91	1, 2, 3, 4
92	1
93	8
94	

History and Geography

The International District (ID) is one of the oldest residential and commercial areas in the city. The area originally developed as a working class residential neighborhood characterized by small frame houses, apartment buildings and hotels. The western portion of the District was dominated by small-scale commercial and light industrial activity, because of its proximity to the tide flats and rail lines. The neighborhood grew rapidly in the 1870s and 1880s with immigrants from China who provided labor for mining, logging, railroad construction and domestic service. In 1886 anti-Chinese riots drove many residents out of town although the demand for inexpensive labor caused the Chinese population to gradually come back. From 1907-1912 re-grade operations razed the neighborhood and construction of the King Street Station and Union Station opened up the region's transportation hub and stimulated demand for hotels and commercial services in the surrounding neighborhood.

In the early 20th Century, Japanese immigrants moved into the ID and later, Filipinos. The ID is unique in that it is the only neighborhood in America where Chinese, Japanese, and Filipinos settled together. By 1910, the physical structure of the ID was well established. The "core" of the district lay south of Jackson Street, and the Japanese community dominated the area north of Jackson. After re-grade operations, the west portion of the district had been developed with substantial brick hotel and apartment buildings featuring residential units on the upper floors and small-scale retail, service, or light manufacturing businesses on the ground floors. To the east, up the hill, residential uses predominated.

In the mid 1960s I-5 was cut through the middle of the ID and destroyed much of its housing stock. In the mid 1970s a Special Review District was established to preserve the existing stock of historic buildings, enhance housing opportunities, and improve the architectural quality of new developments.

Today, the International District continues to reflect the diversity of its past; however it is an aging neighborhood. Nine percent of the International district population is less than 16 years old compared to 15 percent citywide. Thirty percent of the ID population is 65 years or over compared to 15 percent citywide.

The racial diversity is one of the most distinctive features of the International district:

- Thirty two percent of the population is white compared to 75 percent citywide.

- Fifty percent of the population are Asian or Pacific Islanders.
- Thirteen percent of the population is African American compared to 10 percent citywide.
- Forty-seven percent of the ID's population is foreign born.

Demographic Criteria

The 1990 US Census counted 2,358 residents of the International District. Of that number, 56.7 percent live below the poverty level. Estimates provided by the Washington State Employment Security Department in May 1996 show that 98 percent of the residents are low to moderate income and the area has an unemployment rate of 13 percent. Many residents are seniors and are therefore not considered to be part of the labor force. The revitalization strategies contained in this document apply to the designated area contained within the community boundaries identified above that are based upon the following criteria:

- The area is one of Seattle's Enterprise Communities—census tracts where more than 20 percent of the population lives below the poverty level. *The entire area meets these criteria.*
- The area is comprised of census tracts and block groups where, when taken as an aggregate, more than 62 percent of the population ("upper quartile percentage") falls in the low or moderate income categories. *As a whole, the community boundaries contain an area where 94 percent of residents are low or moderate income.*
- In addition, the area is predominantly a residential community. *While residential uses are not the predominant land use in the area population density indicates that this neighborhood is residential in nature.*

Consultation

The International District (ID) is home to two community development corporations; InterIm and Seattle Chinatown/International District Preservation Development Authority (SCIDPDA). Both of these groups are active in shaping the future of the area. Eight years ago, InterIm coordinated a community plan that involved many community members: residents; developers; business owners; employees; property owners; service agency staff and others. Over the course of two years, participants developed an International District Community Plan. In 1994 the City of Seattle adopted its Comprehensive Plan which called for local communities to create neighborhood plans that then would be officially embraced by the City Council. The International District, again with InterIm in the lead, began Phase II of the neighborhood planning effort in the fall of 1997, which led to the formation of the *Chinatown/International District Strategic Plan* in the summer of 1998. Development of these Neighborhood Revitalization Strategies has been a product of consultation with the neighborhood planning process, community-based development and service organizations, as well as additional neighborhood and city generated planning document listed below.

- *Chinatown/International District Strategic Plan 1998*, the result of neighborhood participation in the City's sponsored Neighborhood Planning process.
- *International District Community Development Plan*, which was prepared by InterIm Community Development Association in 1992.
- *The Seattle Enterprise Community Application and Strategies*, prepared by the City of Seattle in 1994 and 1995.

- *The Neighborhood Reinvestment Strategic Plan*, prepared by the City of Seattle in 1994.
- *The Seattle Consolidated Plan for Housing and Community Development 99-00*, prepared by the City of Seattle in 1998.

Assessment

The International District is an area that is rich in tradition and has been an Asian community since the turn of the century. Today, it consists of many unique stores and restaurants selling imported foods and goods. Many Asian seniors live above these establishments and the area is proud to assist them with services and affordable places to live. Proximity to downtown and major new public transit and sports facilities investments exert pressures on the mix of housing types and the availability of services and parking for neighborhood residents. The International District faces the challenges and potential benefits that will accompany the construction of two new sports stadiums and the redevelopment of Union Station and King Street Stations along its border. Additional information about current neighborhood economic conditions is contained in the attached neighborhood baseline data profile.

Problems

- Household incomes in the International District are extremely low. Median household income in 1990 was \$6,674 as compared to \$29,350 for Seattle as a whole.
- Many residents are elderly and poor. Forty-four percent of the residents are elderly and many require financial and social service assistance.
- There is a high concentration of low income rental housing. Nineteen percent of all downtown rental units are in the International District, 94 percent of these units are low income and 61 percent are subsidized.
- Unemployment is high. Thirteen percent of the labor force in the International District was unemployed in 1990 compared to 4.9 percent unemployment for the City of Seattle as a whole. The 1990 Census also shows 40 percent of respondents 16 to 64 years of age had some sort of work disability or self-care limitation.
- A virtual absence of housing of a size and configuration appropriate for families, active recreational areas, a library or convenience stores in the ID makes it less attractive for middle income families to locate there.
- Cultural and language barriers in the ID isolate some residents from needed services such as police protection and other public services available to the larger public.
- Retail businesses fear a loss of patronage and visitation due to limited short term parking.
- Major regional public facilities nearby (sports stadiums, train and bus stations, and I-5) pose threats to neighborhood identity, safety, and land values.

Community Vision

The International District is envisioned as a community of families, children and elderly from all income levels living in housing they can afford. Small businesses and social service agencies will thrive and provide needed goods and services for area residents. Long standing cultural institutions will continue to build on their rich traditions and new community gathering places will provide activities for both young and old. Long abandoned and dilapidated buildings will be rehabilitated and put to productive use and litter will be collected regularly. Streets and parks will be safe for everyone to enjoy. Businesses will work together to strengthen the local economy and participate in community revitalization activities. Residents and visitors alike will have access to efficient transportation and adequate parking.

Key Strategies

Reinforce the Urban Village concept in the International District; strengthen mixed use nodes and preserve community open space. The urban village strategy links housing, land use, capital facilities, infrastructure, economic development, and transportation into a coherent approach for neighborhood revitalization. While this approach focuses largely on physical planning elements, the interplay of these elements is linked to a broader range of social development goals, such as attracting and retaining families, creating stronger neighborhood identity, and creating more investment and employment opportunities.

Preserve the current level of low-income housing and develop new housing for a variety of income levels that promotes diversity in housing types without causing dislocation of existing residents. There is a continued and pressing need for safe, affordable housing. However, the preservation of low-income subsidized housing in the International District is important for the maintenance of the cultural character of the community and business district. The International District needs both public and private investment to attract residents and businesses willing to contribute to the community. Housing objectives must be tied to an overall strategy for preserving existing affordable housing and encouraging new housing production for a variety of income levels.

Build and support neighborhood-based economic development through activities identified in this document. In order for community development to be stable and sustainable over time, there must be a focus on locally controlled development within the neighborhood. The city supports community development through neighborhood intermediary institutions as the most likely route to effect positive change by attracting new neighborhood development that promotes the neighborhood vision.

Preserve and reinforce the historic and cultural identity of the ID for its residents and for economic activity associated with visitors and tourism. The International District is an historic district distinguished by the many turn of the century buildings located within its boundaries plus the international cultural heritage which is reflected by its residents and the commercial activity. Its geographic location, central to major transportation hubs, its over 70 restaurants, 300 businesses, and emphasis on Pacific Rim culture and commerce, makes it a regional shopping center for in and out of state visitors. The ID's character is a significant resource for its current and future economic well being.

Institute culturally informed policing that involves residents and businesses in a variety of languages, and that educates people about crime prevention. Many residents speak little English, fear police from experiences in other countries and are afraid to report crimes. The physical

environment of the International District includes litter, unclean alley ways, inadequate street lighting and neglected buildings. Educating residents about how to improve their neighborhoods to prevent crime and how to contact public safety offices when public drunkenness and gang activity threaten the neighborhood will improve both safety and the perception of safety.

Deflect negative impacts and capture positive impacts of regional transportation and sports facilities. The proposed King Street/Union multimodal transportation center, the Kingdome/football and new baseball stadium draw thousands of visitors and vehicles in or around the ID. This can bring business opportunities and traffic congestion, noise, and threats to residents' safety. Through design, transportation management, parking, and other actions, local residents and business activity must be enhanced and protected from being over-run by these regional facilities.

Core Economic Actions

The previous strategies are meant to guide a variety of actions, either presently underway or contemplated over the next five years. Strategies provide the shape and direction that neighborhood revitalization will assume. In the section that follows, the strategies are listed again along with accompanying action items. Not all activities that have been planned or are being considered within the neighborhood are included below. The actions that are included require some role for the City of Seattle, represent opportunities for partnership between the City and private interests, or represent core revitalization activities that have: been identified in the International District Neighborhood Plan, have identified implementing agents, and need CDBG funds or other public support. Action items are described in varying levels of detail depending on the degree to which project specifics have been solidified. Over time actions may be adjusted and new actions will be identified. The basic structure of this document (specific strategies and action categories) was designed to allow these modifications over time while ensuring adherence to a neighborhood determined revitalization model. Specific performance measures and completion dates are also included with major action item.

A. Economic Development Strategies

- *Preserve and reinforce the historic and cultural identity of the International District.*
 - *Deflect negative impacts and capture positive impacts of regional transportation and sports facilities.*
 - *Build and support neighborhood-based economic development through activities identified in this document.*
-
-

1. Provide financial and technical support for CDC activities in the International District.

1.1 The City will support the community development corporations (Interim and SCIDPDA) as the neighborhood intermediary institutions with the greatest potential to bridge gaps between local government agencies, the business community, community groups, and residents. To this end the city will support the community development corporation with appropriate funding for timely identification and implementation of important development projects. Funds will be utilized as equity investments for commercial, residential, or mixed-use developments; as well

as to support CDC marketing, communication and additional community development activities. In 1999 the City will maintain its role as a funding partner in community economic development intermediaries and will support CDCs through the Seattle Community Development Collaborative. The Office of Economic Development and the Seattle Community Development Collaborative strongly support development efforts that provide an ongoing revenue stream that can help to move CDCs toward self-sufficiency.

Annual funding for specific CDC activities and operational support that leads to specific community development activities listed throughout this document, as well as allows the CDC to act as a neighborhood intermediary institution.

(See specific project information below)

2. Support efforts to aggressively market the community and its businesses.

2.1 The City and CDCs will help strengthen the effectiveness of the Chinatown/International District Business Improvement Area. Support the ongoing work of the BIA and its Marketing Committee to aggressively improve and market the community by engaging in a number of community-based activities, including:

- engage in joint efforts to clean and maintain the physical street environment, garbage collection schedules, recycling programs;
- develop joint marketing programs and maintain regular communications with sports event management to co-promote and coordinate activities;
- develop “familiarization tours” for regional and national media/press;
- work with First and Goal to recruit more advertising in local papers and to promote the neighborhood in event programs;
- develop improved gateways and street signage for the International District;
- develop a façade improvement fund to be administered by the BIA or a CDC.

The City and community will incorporate these elements into the BIA scope of work.

2.2 In coordination with First and Goal Incorporated, research and develop a comprehensive marketing program to promote the neighborhood businesses and community assets. Help to offset the perception of negative impacts associated with surrounding development and events. The components of this activity will include:

- basic market research;
- marketing plan, campaign, and products;
- business retention and recruitment program;
- information resource for local businesses;
- joint marketing efforts between neighborhood and the stadium.

Determine specific program elements and measures, described and agreed upon by a coalition of neighborhood members and organizations as well as First and Goal Inc.

3. Create or expand new businesses and jobs through small business loan, technical assistance, and employment training and placement programs.

3.1 The City will support small business assistance through Community Capital Development Corporation, a small business loan and technical assistance center that has taken over the City's small business loan portfolio. CCD targets its loans and assistance programs within the Seattle enterprise Community, which includes the International District. In its first year of independent

operation it issued 44 loans to businesses and provided business and technical assistance to over 280 business owners and operators.

At least 8 loans issued to International District businesses.

At least 25 businesses receive technical training and support.

At least 6 new jobs created or retained from business retention.

At least 9 new jobs created or retained from business development and/or expansion.

3.2 Develop new job opportunities through the Seattle Jobs Initiative. Seattle Jobs Initiative is a major effort underway to connect unemployed and under-employed adults to jobs in sectors that are experiencing growth and with companies that will provide career ladders and opportunities for advancement. SJI works with local training institutions and employers to develop short-term, competency-based vocational training in these sectors. All of the training offerings include jobs search training, soft skills job readiness training, and workplace basics (ABE and ESL) preparatory training. These training offerings can be accessed through SJI's community service providers.

Citywide SJI will place 2000 job seekers in new jobs paying at least \$8/hr.

2000. After six months between 75 and 85 percent of placements will be retained.

After two years between 60 and 75 percent of placements will be retained.

Neighborhood specific performance targets will be developed during 1999.

3.3 Develop a neighborhood-based Business Resource Center or add additional resources to Community Capital Development Corporation. Connect businesses with outside sources of technical assistance and loans, provide shared equipment for smaller businesses and non-profits in the community, secure start-up funding for the Little Saigon Merchants Association, and to link neighborhood businesses and residents with additional programs that provide management training, school-to-work programs, work training and youth apprenticeship opportunities.

3.4 Capture some of the economic benefits associated with the development of new event facilities for neighborhood residents. Secure jobs in the new stadium, ballpark, and exhibition center for low-income International District residents. Leverage jobs from the new stadium projects for work now and in the future,

- such as construction jobs, working in concessions and maintenance jobs once the facilities are operational. Develop an apprenticeship program and job training and retention program with First and Goal Incorporated to ensure that local residents are employed during stadium construction, operation and through stadium concessions. These programs would aggressively recruit local labor.
- Recruit local businesses as stadium sub-concessionaires and establish one concession booth to be managed by a revolving group of local restaurants.

First and Goal Inc. has pledged to commit 15.5 percent of construction jobs to women and 13.5 percent to minorities, as well as reserving 15 percent of all employment hours for apprentices. Forty-one percent of all apprentice positions will be targeted to women or minorities. The city and the CDCs will help to ensure that these opportunities are captured by neighborhood residents.

1999-2002

Minority and women employees will receive a total of \$66 million in wages and salaries.

1999-2002

Establishment of sub concessionaire contracts and revolving concession booth for local restaurant management.

1999-2004

4. Manage parking in a manner that provides community economic development benefits.

4.1 Mitigate parking and traffic impacts on the International District from major south Downtown development projects. In order to provide greater short-term parking capacity while

protecting the pedestrian oriented, intensive storefront character that defines the historic district, manage street level parking and develop off street parking alternatives, including:

- convert free parking areas to timed 2-hour signs or 2-hour meters;
- expand meter district to 12th and Dearborn;
- shift surface lot pricing to compete with meters to encourage their use for short-term parking, streamline parking validation and increase signage;
- increase parking enforcement
- expand residential monthly parking program;
- develop community parking facility.

Free parking slots shifted to 2 hour slots

Surface lot spaces priced to compete with meters.

Development and implementation of Parking Management Plan
that addresses short-term residential and commercial parking needs.

2000

4.2 In coordination with First and Goal Inc. identify opportunities to develop new neighborhood parking facilities. With funds set aside from stadium mitigation begin early phases of planning, conduct a feasibility analysis, contribute to capital costs and/or land acquisition for neighborhood-based and neighborhood-managed parking facilities. The International District facility should be mixed-use if above grade, fit with neighborhood character, serve local businesses and resident through parking validation, and be located in the core of the district.

The City, the community, and the CDCs will continue to advocate for the development
of a neighborhood managed parking facility.
Land acquisition underway.

1999

2000

5. Assist in the acquisition, new construction, and renovation of community facilities that support the economic revitalization of the International District and its residents. Community facility funding should support the siting or continued housing of human service programs that provide neighborhood residents with opportunities to seek economic advancement. These programs include: health care, energy assistance, housing services, food services, employment training, day care, and counseling services.

B. Housing Strategy

- *Preserve current level of low-income housing and develop new housing for a variety of income levels that promotes diversity in housing types without causing gentrification of the neighborhood.*

1. Renovate and develop new units of multi-family low-income rental housing in an effort to maintain support for existing International District residents.

1.1 Leverage City funds for the acquisition and rehabilitation of vacant and sub-standard buildings including priority projects identified through the neighborhood planning process. The Chinatown/International District Strategic Plan identified 14 vacant or sub-standard buildings

appropriate for renovation or conversion to housing. Rehab and develop several of the 5 vacant SRO buildings in the International District using public and private funding sources.

The city and the CDCs will explore a "Land Bank" concept that will prevent speculation and retain ID property for community housing.

1.2 The InterIm Community Development Association is in the process of a substantial renovation of the historic and occupied Eastern Hotel. The project involves temporarily relocating existing residents and commercial tenants and reconfiguring and renovating of substandard residential space. The reconfiguration will result in a total of 47 units available to low-income residents: (30) studios, (13) one-bedrooms, (3) two-bedrooms, and (1) four-bedroom.

Redevelopment of 6 units for 0-30 percent of median income.	1999
Redevelopment of 39 units for 31-50 percent of median income.	1999
Redevelopment of 2 units for other uses.	1999
Nine of the above units will be reserved for handicapped residents.	1999

1.3 Develop land use and other strategies to target the development of housing types desired by the community including:

- study the concept of inclusionary zoning for market rate developments;
- TDR and density bonus programs to encourage greater housing development;
- explore the feasibility of a sales tax exemption for construction of below market rate housing.

1.4 Leverage housing development in International District utilizing the First and Goal neighborhood improvement fund. Seek opportunities to develop partnerships on projects that emerge from the neighborhood improvement fund established through the mitigation agreement between Pioneer Square, the International District, the Duwamish Manufacturing and Industrial neighborhood, and First and Goal Inc. The neighborhood improvement fund will be dedicated to implementing projects that meet articulated neighborhood objectives and offset losses realized through stadium construction.

Neighborhood Improvement fund established and funded with a minimum of \$2 million	1999
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1.5 Utilize the Multi-family Tax Abatement program as a catalyst for new housing development. This program allows for the abatement of the improvements portion of the property tax for up to ten years for buildings with four or more new units. The city estimates that 350 units of housing will be produced each year, for four years, citywide utilizing this incentive program.

The city and the CDCs will work to see that the tax abatement option assists in bringing at least 200 new units of housing into the International District housing market.	1999-2003
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1.6 Provide HomeWise weatherization loans or grants for low and moderate-income homeowners through the Office of Housing.

On average, 25 HomeWise loans or grants per year in the International District for weatherization.

C. Urban Village, Public Space Strategies

- *Reinforce the Urban Village concept in the International District; develop mixed-use nodes and preserve community open space.*
 - *Deflect negative and capture positive impacts of surrounding regional facilities.*
 - *Institute culturally informed policing that involves residents and businesses in a variety of languages, and that educates people about crime prevention.*
-

1. Build mixed-use developments and community facilities which reinforce the International District's heritage.

1.1 Secure lender commitment to finance more mixed-use projects, including the Seattle Chinatown International District Preservation Development Authority's International District Village Square II project. ID Village Square II is a planned mixed-use housing development project intended to provide larger housing units, appropriate for families, that are currently difficult to secure within the International District community. The project will also include a family oriented recreational facility on site.

Families in the ID have access to family oriented housing (number TBD)	2000-2002
Co-location of family oriented community recreational facilities.	2002

1.2 Support the Chinese Information and Service Center and the Seattle Chinatown International District Preservation Development Authority as they conduct a feasibility study for the location of a multi-use youth and family community recreational center within the ID Village Square II development project.

Feasibility of center development determined.	1999
Siting of new community recreational center within the International District.	2002

1.3 Plan any new multi-story parking structures to be located in back of pedestrian-oriented storefronts or under I-5 where urban village type development activity is unlikely.

Development of a neighborhood-based parking facility as part of the stadium mitigation process.

2. Assist the International District in fostering active yet safe public spaces, sidewalks, streets, and parking lots.

2.1 The Community Action Partnership (CAP) and the International District Emergency Center (IDEC) will continue their efforts to improve public health and safety. Coordinate a year long outreach program to educate neighborhood building managers and residents on major public health and safety topics. Support the efforts of the ID Beautification and Education Project to improve alley and street lighting, remove graffiti, replace window bars with clear security film, purchase planters and bicycle racks for two parking lots, and promote culturally appropriate resident, landlord and business education relating to safety and security issues.

- Outreach program reaches residents and building managers.
- Beautification and security improvements implemented.
- Residents, landlords and business owners/operators receive security education and feel safer within their community.

2.2 Establish a special event and construction related clean-up program in coordination with the Public Stadium Authority and First and Goal Incorporated. This program will facilitate the timely and effective clean-up of the immediate neighborhood during stadium construction as well as ongoing clean-up associated with event-day activities, and will give contract and hiring priority to local businesses and employees where appropriate.

First and Goal Inc. will establish a fund that will address event-related neighborhood clean-up for an estimated 75 events per year. This fund supports clean-up above and beyond the requirements of the master use permit.

Ongoing
The neighborhood remains free of event-generated litter.

2.3 Develop a plan for the Jackson/King corridor which provides attractive pedestrian and transportation options to connect the King Street retail core and the 12th and Jackson retail center. Include:

- work with Seattle Transportation to modify signalization at 12th and Jackson and identify other solutions for P.M. congestion;
- provide crosswalk signals, pedestrian refuge island and/or traffic signal at Jackson and 8th and/or 10th;
- consider extending metro free ride zone boundaries east to Rainier, and south to Dearborn
- restripe bike lane on Dearborn and provide bike amenities, such as racks and lockers.

2.4 In coordination with stadium mitigation efforts develop an International District streetscape improvement fund that can be used to improve pedestrian safety and access as problem issues become identified. The city will also seek opportunities to leverage additional dollars for the physical improvement of the neighborhood's transportation and pedestrian infrastructure.

Establishment of streetscape improvement fund.

1999-2000

Streetscape improvements identified in adopted Neighborhood Plan implemented.

Ongoing

2.5 The City, through the South Downtown Investment Strategy, will work to ensure that major development projects in the International District vicinity serve to aid neighborhood revitalization compatible with the goals and objectives of the Neighborhood Plan as adopted by the City Council. Projects planned under the South Downtown Investment Strategy include:

Safeco Field Baseball Stadium
Union Station Complex
City Light Projects
Gas Utility Projects
Sewer and Storm Utility Projects
Fujisada Condominiums
King Street Station

Pacific Fiber Link Conduits
Weller Street Pedestrian Bridge
Uwajimaya
Football Stadium Complex
CBD Street Lighting
Water Utility Projects

King Street Station Area
5th and Yesler Condominiums
SR-519 Project
5th. and Jackson Hotel/Condo
ID Village Square – Phase II
Sound Transit Light Rail Corridor

Outcomes

The activities and strategies described in this document are intended to revitalize the International District neighborhood. The results of these efforts—the outcomes—are healthier, safer, more economically vibrant and stable communities over the next five years and beyond. In short, Neighborhood Revitalization Strategies should aid in the reorganization of, and investment in, the community's (often under appreciated) assets in order to better meet these objectives. The desired outcomes for International District include:

- The International District capitalizes on its urban village status by in-filling vacant land and buildings, reinforcing its traditional block, pedestrian and mixed use patterns.
- Preservation of low-income housing and development of new housing for a variety of income levels.
- Continued new business growth and greater connection between the traditional King Street ID node and the newer 12th and Jackson node.
- Retention and reuse of old buildings, new mixed-use nodes included in renovation and new construction and preservation of community open space.
- New parking facilities placement reinforces pedestrian oriented street front retail environment while improved transportation options alleviate congestion.
- Increase in culturally informed policing involve residents and businesses that converse in a variety of languages and reduce actual and perceived crime rates.

How will the city and neighborhood residents know if they are reaching these outcomes? Each activity listed above has specific measures, or targets, to achieve. The cumulative total of these actions, building new affordable housing units, developing new jobs, having families on sound financial footing, contribute to the realization of the five year revitalization outcomes. Monitoring the extent to which the outcomes are achieved will be undertaken by:

1. checking progress through the activity measures;
2. using the NRS DataProfile, and annual updates of the data it contains, to assess change in a range of community revitalization indicators in the areas of housing, employment and commerce; and
2. placing these quantifiable measures in the context of how neighborhood residents, community based organizations, and public officials perceive the well being of the neighborhood.

Neighborhood Revitalization Strategies

Pioneer Square

July, 2000

This document was developed in response to the Federal Department of Housing and Urban Development's authorization of the Neighborhood Revitalization Strategy (NRS) program, and serves as a policy framework for spending Community Development Block Grant (CDBG) and other HUD dollars within the Pioneer Square neighborhood. It is intended that this document will define the strategic use of CDBG dollars in the implementation of community goals and fund programs and services on a geographic scale appropriate to where people live. Additionally, the Neighborhood Revitalization Strategies offer enhanced flexibility for the use of CDBG funds in a manner that promotes innovative programs. Neighborhood Revitalization Strategies will not only guide CDBG funding decisions within distressed communities but also provide strategies and action categories that define an intentional effort to revitalize individual neighborhoods.

The Seattle Office of Economic Development has been the lead agency involved in the drafting of the Neighborhood Revitalization Strategies. However, OED has engaged in extensive consultation with the Department of Housing and Human Services (now the Office of Housing and Human Services Department), and service delivery organizations, and neighborhood planning efforts which are the results of a process guided by the City's Neighborhood Planning Office. Central participants in the drafting of these strategies have been the Pioneer Square Community Development Organization, which is the City's key development partner in the Pioneer Square community, as well as the Pioneer Square Planning Committee. The selection of neighborhoods for which Neighborhood Revitalization Strategies are developed has been determined by a combination of factors. First, neighborhoods are eligible based upon criteria, outlined by HUD and designed to ensure that the program serves communities experiencing a high concentration of economic distress, such as Pioneer Square which is entirely contained within the Seattle Enterprise Community. Second, the City has made a determination that sufficient organizational capacity exists within these communities to ensure that the flexibility offered will be utilized.

The "Key Strategies" section of the document provides the policy context for the identification of implementation actions that will lead to the kind of economic revitalization that best serves the Pioneer Square neighborhood. The "Core Economic Actions" are those activities that have been identified through community deliberation and can be implemented within the five year revitalization timeline. Broad activity categories have been highlighted in bold text with specific actions following. Major action items have below them measurable performance targets that allow revitalization to be tracked at intervals over time. In the end, the desired result of all actions is defined within the "Outcomes" section of the document. And in addition, accompanying this strategy document is a neighborhood baseline data profile that will be updated periodically and used to track the changes in key revitalization indicators.

Community Boundaries

North: (from the west end) Columbia St. between Alaskan Way and the alley between 1st Ave. and 2nd Ave, south on alley to Cherry St, east on Cherry St to alley between 2nd and 3rd Avenue, south on alley to James St, east on James St to 3rd Avenue, south on 3rd Avenue to Jefferson, east on Jefferson to 4th Avenue, south on 4th Avenue to Terrace St, east on Terrace St to 5th Avenue, south on 5th Avenue to Yesler, west on Yesler to 4th Avenue.

East: 4th Ave.

South: Royal Brougham Way

West: Alaskan Way

The Pioneer Square revitalization area includes part or all of the following Census Tracts and Block Groups:

Tract	Block Groups
81	2, 3
92	2, 3
93	8

History and Geography

Pioneer Square was the original site of Seattle. In 1889 a great fire destroyed all the wood frame buildings in 25 city blocks. After the fire, the Pioneer Square area was quickly reconstructed with brick and stone buildings; this 20-block concentration of Victorian-era commercial buildings remains today.

In 1970, the Seattle City Council established the Pioneer Square Historic District and the District is listed in the National Register of Historic Places. Pioneer Square is also in a Preservation District. It is a community that combines art galleries, a variety of retail businesses, restaurants, pubs and professional services with a relatively high concentration of homeless and low income people, many of whom have special needs. Pioneer Square was once known as Skid Road, a primary location for human services in the downtown area. Currently, there are four major shelters for single adults, primarily men, offering both temporary and longer term shelter. The 1990 census reported that 21 percent of the labor force in Pioneer Square was unemployed while the unemployment rate for the City of Seattle was 4.9 percent. Forty percent of census respondents 16 to 64 years of age had some sort of work disability or self-care limitation.

Though Pioneer Square has seen a reduction in vacant commercial space, business turnover is high and the area continues to face economic and community development challenges. But the area is also somewhat of a small business incubator--a place where new businesses start and develop and move out when they become more successful, presenting both benefits and challenges.

Demographic Criteria

The 1990 US Census counted 811 residents of Pioneer Square. Of that number, 51.5 percent lived below the poverty level. Estimates provided by the Washington State Employment Security Department in May 1996 show an unemployment rate of 21 percent. The revitalization strategies contained in this document apply to the designated area contained within the community boundaries identified above and based upon the following criteria:

- The area is one of Seattle's Enterprise Communities—census tracts where more than 20 percent of the population lives below the poverty level. *The entire area meets these criteria.*
- The area is comprised of census tracts and block groups where, when taken as an aggregate, more than 62 percent of the population ("upper quartile percentage") falls in the low or moderate income categories. *As a whole, the community boundaries contain an area where 75 percent of residents are low or moderate income.*
- In addition, the area is predominantly a residential community. *While residential uses are not the predominant land use in the area population density indicates that this neighborhood is residential in nature.*

Consultation

Pioneer Square has developed a neighborhood plan funded by Seattle's Neighborhood Planning Office. This plan was guided by a Pioneer Square planning committee composed of business owners, residents, human service providers, with representation from various neighborhood groups. These groups include: The Pioneer Square Community Council, The Business Improvement Association, the Pioneer Square Community Development Organization and the Pioneer Square Preservation Board. The Planning Committee prepared and collected a survey which has guided the Pioneer Square plan. The results emphasized historic preservation, beautification and maintenance of streets and parks, sustaining a safe and sanitary environment, and promoting and developing housing, arts, small businesses and quality social services. This plan is the most comprehensive and up to date expression of the Pioneer Square community vision and expectations for the direction of community development. This work, as well as earlier community and city-wide efforts, have been the sources of this Neighborhood Revitalization Strategy document. These include:

- *1998 Pioneer Square Neighborhood Plan* prepared by the Planning Committee in 1998 as the culmination of the City's Neighborhood Planning process.
- *Pioneer Square Community Development Organization OED Application, Pioneer Square Community Development Business Plan*, prepared in 1997.
- *The Pioneer Square Plan Update*, prepared by the City of Seattle in 1990.
- *The Pioneer Square Neighborhood Planning Survey*, prepared by the Planning Committee in 1996.
- *The Enterprise Community Application and Strategies*, prepared by the City of Seattle in 1994 and 1995.
- Pioneer Square Community Development Organization service contract with the Office of Economic Development 1997, and 1998
- *The Neighborhood Reinvestment Strategic Plan*, prepared by the City of Seattle in 1994.
- *The Seattle Consolidated Plan for Housing and Community Development 99-00*, prepared by the City of Seattle in 1998.

Assessment

Pioneer Square is a historic area that boasts attractive buildings, galleries, restaurants and is located at the south end of downtown, close to the waterfront, sports stadiums and International District. It is also an area that has long-served homeless and low-income residents within the metropolitan area. The diverse mix of people sharing the neighborhood—tourists, sports fans, homeless people, local

business people, nightclub patrons, and residents—demands tolerance and civility from everyone. The area is also feeling the impacts of major capital investments of two sports stadiums and other regionally significant public and private development activity. With historic buildings comes the quandary of costly renovation for safety purposes, and high rents that displace low income and resident artists. The Pioneer Square neighborhood has the opportunity to use substantial private market investments and public investments in surrounding transportation and civic facilities to increase employment, improve business climate, upgrade public amenities, and preserve and increase affordable housing stock. Additional information about current neighborhood economic conditions is contained in the attached neighborhood baseline data profile.

Problems

- Pioneer Square has a high number of unemployed residents (21 percent as of 1990 census) as compared to the rate for the City of Seattle at 4.9 percent and a high number of people with work disabilities.
- Incomes are low as compared to the rest of Seattle neighborhoods, with 51.5 percent of residents living below poverty according to the 1990 US Census. The mean 1990 household income of single people and unrelated individuals was \$28,005. The Pioneer Square single households mean household income was \$19,370.
- There is a significant concentration of subsidized and low income housing units in Pioneer Square, over 70 percent of all units are considered low or moderate-income housing. In addition, the Pioneer Square/Downtown area contains most of King County's emergency shelter beds. There are currently 562 emergency shelter beds in Pioneer Square. Housing targets for the Pioneer Square neighborhood aim to achieve a balance between low, middle and upper-income housing over the next twenty years, with an emphasis placed on mixed-income housing projects and conversion of existing artist live/work spaces into legal units without substantial rent increases.
- Pioneer Square faces a challenge in integrating drop-in centers into the community and in providing day and early evening activities and safe places for homeless people. This population also tends to be overlooked in the welfare to work efforts in Seattle. There is a relatively high homeless population in Pioneer Square where there are four major shelters.
- Public safety for residents, homeless and merchants in Pioneer Square is a concern. In 1990, reports of robbery, rape, assault, theft, burglary and auto theft were reported as "Significantly Above Average" by the Police Department. In general, relations between transients and businesses are not good, though some businesses regularly hire from the shelters.
- A lack of amenities including (1) neighborhood stores, (2) grocery stores, (3) recreational areas, and (4) lack of sufficient parking discourages people from living in the Pioneer Square/Downtown area and may also inhibit tourism.
- Events at the Kingdome cause problems for many Pioneer Square businesses: parking spaces are taken over for event parking, streets become congested with event-goers, and event traffic routing prevents employees, clients, shoppers, and residents from reaching their

destinations in Pioneer Square. These problems will be exacerbated with the expansion of stadiums and event facilities.

- Public spaces and parks in Pioneer Square have become run-down in appearance. These conditions reflect poorly on the neighborhood's business climate and residential environment, detracting visitors and residents from using them.

Community Vision

Pioneer Square envisions itself to be a diverse community that will respond to the needs of the less fortunate while also being a neighborhood that attracts residents of all income levels, visitors, and tourists from around the world. It will provide housing opportunities for a range of incomes and household types and offer needed goods, services, cultural and recreational activities for all. The area will have a well developed and flourishing neighborhood business district. Employment opportunities will exist for a wide variety of skill levels and businesses will look first at unemployed residents of Pioneer Square before hiring outside the neighborhood. Residents, local employees, and visitors will feel safe in the neighborhood. Transit services and parking will be accessible. Attractive, pedestrian-friendly streets will draw people to live, work and visit the area. People will shop, eat, and socialize in the area because of the variety of vibrant and creative businesses, the well-preserved buildings and visible history, and because of the well developed artistic climate of the neighborhood.

Key Strategies

Build and support neighborhood-based economic development through activities identified in this document. In order for community development to be stable and sustainable over time, there must be a focus on locally controlled development within the neighborhood. The city supports community development through neighborhood intermediary institutions as the most likely route to effect positive change by attracting new neighborhood development that promotes the neighborhood vision.

Encourage targeted businesses to locate in Pioneer Square to ensure provision of goods and services needed by the residential and commercial population. Build an employment plan that targets new job creation to unemployed and low income residents of the neighborhood. Pioneer Square attracts 75,000 tourists a year and will be home to 3,000 households by the year 2014, yet basic goods and services are lacking, such as a grocery store, pharmacy or hardware store. These businesses are an important element in attracting residents to the area. Existing businesses also have service needs that are not available within the neighborhood. New jobs created by these businesses and other business growth should be leveraged as opportunities to employ low-income residents in the area through social service agency assessment, training and screening.

Utilize investments by sports facilities and other development projects to leverage additional funds to achieve selected revitalization objectives. Over the next five years nearly one billion dollars of public and private funds will be invested in the construction of new football stadium, exhibition center, baseball park, and other development projects within Pioneer Square. The construction and long-term impacts will be mitigated and these investments should be used to attract additional funds for development efforts consistent with the revitalization strategies outlined in this profile.

Catalyze development of mixed income housing while continuing to provide for current population of low and moderate-income residents. The Pioneer Square area includes both low and upper income housing and has an extremely low vacancy rate of 3 percent. By preserving the current level of low-income housing and developing new housing for a variety of income levels, the neighborhood will achieve a broader mix of incomes which is a key element to a vital and healthy neighborhood. Attracting artists to the area is a strategy to stabilize the neighborhood. Artists will serve as a bridge between the upper income residents and the very low-income and homeless residents. There is a delicate balance to be maintained however in order to prevent displacement of existing residents.

Improve daytime facilities for the unemployed population of Pioneer Square. The hundreds of homeless people who stay in Pioneer Square every night are displaced every day when the shelters close. There is no place for them to go, except out on the street where they become targets for crime and cold, wet weather worsens their health. Improved daytime facilities, including the availability of public restrooms, will help to reduce the amount of crime and public health issues in Pioneer Square.

Improve access to Pioneer Square during events, and secure parking available to residents, employees, and shoppers. Providing free access into and out of the neighborhood during events is critical to its ability to function as a commercial and residential area. residents, shoppers, clients, employees, and tourists need to be able to carry out their activities even while events are going on at the three neighborhood venues.

Enhance the public experience in Pioneer Square by improving pedestrian linkages and public spaces, while enhancing historic and artistic identity. As a local and National Historic District, Pioneer Square should continue to build upon its identity as a historic tourist attraction and entertainment and artistic district as its economic base. This will require that Pioneer Square has an adequately maintained pedestrian infrastructure and improved system of public spaces.

Improve cleanliness, safety, and behavior standards in public spaces. Although incidents of crime in Pioneer Square rank with other areas of downtown, including Pike Place Market, community surveys show that local residents and people from other parts of Seattle feel more fearful about visiting Pioneer Square than other parts of downtown. The area is home to many pubs, taverns and convenience stores that sell alcohol which becomes a problem when people over-indulge. The area is also unusual because while it is residential, it has four homeless shelters, many businesses and late-night clubs and bars. To be able to host diverse populations and constant use, public spaces must be cleaned and well maintained, and offer a civil environment to all users.

Core Economic Actions

The previous strategies are meant to guide a variety of actions, either presently underway or contemplated over the next five years. Strategies provide the shape and direction that neighborhood revitalization will assume. In the section that follows, the strategies are listed again along with accompanying action items. Not all activities that have been planned or are being considered within the neighborhood are included below. The actions that are included require some role for the City of Seattle, represent opportunities for partnership between the City and private interests, or represent core revitalization activities that have: been identified in the Pioneer Square Neighborhood Plan, have identified implementing agents, and need CDBG funds or other public support. Action items are

described in varying levels of detail depending on the degree to which project specifics have been solidified. Over time actions may be adjusted and new actions will be identified. The basic structure of this document (specific strategies and action categories) was designed to allow these modifications over time while ensuring adherence to a neighborhood determined revitalization model. Specific performance measures and completion dates are also included with major action item.

A. Economic Development Strategies

- *Build and support neighborhood-based economic development through activities identified in this document.*
- *Encourage targeted businesses to locate in Pioneer Square.*
- *Utilize investments by sports facilities and other development projects to leverage additional funds to achieve selected revitalization objectives.*
- *Enhance the public experience in Pioneer Square by improving pedestrian linkages and public spaces, while enhancing historic and artistic identity.*

1. Provide financial and technical support for CDCs in Pioneer Square.

1.1 The City will support the Pioneer Square Community Development Organization (PSCDO), through the Seattle Community Development Collaborative, as the neighborhood intermediary institutions with the greatest potential to bridge gaps between local government agencies, the business community, community groups, and residents. To this end the city will support the community development corporation with appropriate funding for timely identification and implementation of important development projects and to support community-based development strategies. The Office of Economic Development supports PSCDO as the lead community agency for the implementation of housing and community development projects within the Pioneer Square neighborhood. The Office of Economic Development and the Seattle Community Development Collaborative strongly support development efforts that provide an ongoing revenue stream that can help to move CDCs toward eventual self-sufficiency.

City will support annual funding for specific CDC activities and operational support that leads to specific community development activities listed throughout this document, as well as allows the CDC to act as a neighborhood intermediary institution.

(See specific project information below)

2. Provide technical assistance to local businesses through a partnership of the Pioneer Square Business Improvement Area and major sporting event stakeholders.

2.1 The BIA will take the lead role in developing and implementing a Pioneer Square marketing and economic research program. The need for a marketing program was identified within the Pioneer Square Economic Development Action Plan developed through the neighborhood planning process, and would do the following:

- Create and staff a business recruitment committee.
- Help manage and fund a joint marketing program for the stadium/exhibition center and Pioneer Square businesses.
- Create and implement a four-year marketing and promotion plan.
- Conduct a survey of Pioneer Square's existing businesses to determine needs, attitudes, and potential growth and expansion opportunities.
- Conduct a market analysis to determine overall sales, employment, economic niches and development opportunities.
- Secure funding for the Economic Development Action Plan.
- Work to ensure the leasing of ground floor retail space in blighted areas of the neighborhood.

Secure funding for the Economic Development Action Plan
Marketing Program Implementation (measures TBD)

1999
1999

2.2 In coordination with First and Goal Incorporated, research and develop a comprehensive marketing program to promote the neighborhood businesses and community assets. Help to offset the perception of negative impacts associated with surrounding development and events. The components of this activity will include:

- basic market research;
- marketing plan, campaign, and products;
- business retention and recruitment programs;
- information resources for local businesses;
- joint marketing efforts between neighborhoods and the stadium.

A coordinated marketing plan, campaign, and products with specific program elements and measures to be determined and agreed upon by participating neighborhood planning committees, CDCs, business associations, and First and Goal.

1999

2.3 The City will support small business assistance through Community Capital Development Corporation, a small business loan and technical assistance center that has taken over the City's small business loan portfolio. CCD targets its loans and assistance programs within the Seattle Enterprise Community, which includes the Pioneer Square neighborhood. In its first year of independent operation it issued 44 loans to businesses and provided business and technical assistance to over 280 business owners and operators.

At least 6 loans issued to Pioneer Square businesses.
At least 15 businesses receive technical training and support.
At least 5 new jobs created or retained from business retention.
At least 7 new jobs created or retained from business development and/or expansion.

1999-2004

3. Develop and implement a Pioneer Square employment program.

3.1 Capture some of the economic benefits associated with the development of new event facilities for neighborhood residents. Encourage and facilitate the operation of concessions inside and site cleaning outside the ballpark, stadium, and exhibition center by neighborhood businesses. Secure jobs in the new stadium, ballpark, and exhibition center for low-income Pioneer Square residents. Leverage jobs from the new stadium projects for work now and in the future, such as construction jobs, working in concessions and maintenance jobs once the facilities are operational. First and Goal has developed a workforce diversity and apprenticeship

program that targets women and minorities. The City and the community will work to afford that a substantial percentage of employment and apprenticeship opportunities come to residents of the community.

First and Goal Inc. has pledged to commit 15.5 percent of construction jobs to women and 13.5 percent to minorities, as well as reserving 15 percent of all employment hours for apprentices. Forty-one percent of all apprentice positions will be targeted to women or minorities.

1999-2002

3.2 Expand successful enterprises such as CleanScapes, a non profit organization that employs shelter residents to clean neighborhood sidewalks, alleys, and common spaces, to facilitate the successful transition of mission and shelter residents into long-term employment.

All property owners will subscribe to CleanScapes services in 1999 and maintain membership for at least 6 months.
Improved neighborhood cleanliness as a result of CleanScape's services.

3.3 Develop new job opportunities through the Seattle Jobs Initiative. Seattle Jobs Initiative is a major effort underway to connect unemployed and under-employed adults to jobs in sectors that are experiencing growth and with companies that will provide career ladders and opportunities for advancement. SJI works with local training institutions and employers to develop short-term, competency-based vocational training in these sectors. All of the training offerings include jobs search training, soft skills job readiness training, and workplace basics (ABE and ESL) preparatory training. These training offerings can be accessed through SJI's community service providers.

Citywide SJI will place 2000 job seekers in new jobs paying at least \$8/hr.
After six months between 75 and 85 percent of placements will be retained.
After two years between 60 and 75 percent of placements will be retained.
Neighborhood specific performance targets will be developed during 1999.

2000

4. Provide sufficient transportation and parking access for residents, employees, and shoppers even during major event activities.

4.1 Address community parking needs to assist residents, employees, and shoppers in fully participating in community life. Components of this effort include:

- Securing a parking facility to be managed as a municipal or non-profit facility that serves residents and employees of the Pioneer Square neighborhood first.
- Develop and implement a parking and transportation demand management program and ensure that transit and shuttle options are available to event-goers on event days.
- Examine *parking benefit districts* (community-controlled parking) with accessory short-term retail spaces and long-term residential spaces as a mechanism to infuse parking revenue into community development activities.

Specific parking management elements and measures to be determined and agreed upon by participating neighborhood planning committees, CDCs, business associations, and First and Goal.

1999

B. Housing Strategy

- *Catalyze development of mixed income housing while continuing to provide for current population of low and moderate-income residents.*
 - *Improve daytime facilities for the unemployed population of Pioneer Square.*
 - *Utilize investments by sports facilities and other development projects to leverage additional funds to achieve selected revitalization objectives.*
-

1. Catalyze private development of housing by developing market information and promotional materials, and providing assistance and resources to potential developers.

1.1 The Pioneer Square Community Development Organization will conduct an inventory of existing buildings to identify current uses and development potential. The development potential analysis will be incorporated into the business plan of the Pioneer Square Community Development Organization in the form of: opportunities to partner with private developers, identification of potential housing renovation projects, and strategies for marketing Pioneer Square (a tax abatement district) to private housing developers.

Completion of current use and development potential inventory that has been reviewed by City departments and neighborhood participants.
Identification of specific development partnership opportunities.

1999
Ongoing

Ongoing

1.2 A portion of the Kingdome North Lot will be developed as a mixed use development project with a significant portion of housing units affordable to middle income residents and with ground floor retail or street level uses. An agreement has been reached between King County and the Public Stadium Authority to pursue a mixed use development project on this site that will include new housing.

The City and the community will work to see that a percentage of the units are secured as affordable to middle-income households as provided for in the development agreement. A percentage of the units developed on the North lot will be secured as affordable to middle income households.

2002-2004

1.3 Use funds provided by First and Goal Inc. to offset the loss of development potential and leverage housing development in Pioneer Square. Seek opportunities to partner on projects that emerge from the Neighborhood Improvement Fund established through the agreement between Pioneer Square, the International District, the Duwamish Manufacturing and Industrial neighborhood, and First and Goal Inc. The neighborhood improvement fund will be dedicated to implementing projects that meet articulated neighborhood objectives, and offset losses realized through Stadium construction.

Neighborhood Improvement fund established and funded with a minimum of \$2 million
Identification of project specific funding priorities

1999
Ongoing

1.4 Utilize the Multi-family Tax Abatement program as a catalyst for new housing development. This program allows for the abatement of the improvements portion of the property tax for up to ten years for buildings with four or more new units. The city estimates that 350 units of housing will be produced each year, for four years, citywide utilizing this incentive program.

The city and the CDCs will work to see that the tax abatement option assists in bringing at least 200 new units of housing into the Pioneer Square housing market.

1999-2003

2. Seek opportunities to develop new and renovate existing housing for households with a mix of incomes through the Pioneer Square Community Development Organization and through partnerships with private developers. Place a special emphasis on the development of affordable artist live/work housing.

2.1 The Pioneer Square Community Development Organization will help evaluate the feasibility of making surplus publicly owned properties available for conversion or redevelopment into mixed income housing. Possible buildings include: the City owned Alaska Building, Public Safety Building, and Dexter-Horton Building; the County owned Toshiro Kaplan Building and Johnson Building; and the Port of Seattle owned Pier 46 and Pier 48. City owned properties should be evaluated in the light of existing City plans and objectives and a forthcoming Downtown Civic Center Plan.

Feasibility analysis complete	1999
At least one surplus publicly owned property converted to residential uses.	2000
Between 30 and 60 households earning between 50 and 120 percent of median income will have housing made available and affordable through development on surplus public property.	2000

2.2 Support the Pioneer Square Community Development Organization in its efforts to secure voluntary agreements with developers to set aside a portion of units within their developments as affordable units (available to households 50 to 120% of median income) for a period of up to ten years. The goal of this pre-development work is to secure sites and units of affordable housing.

Pursue and negotiate at least one contract between the CDO and a developer.	1999
Agreements secured leading to a set aside and development of new units of housing affordable to (low, moderate, middle) income residents.	1999

3. Maintain and upgrade services in existing homeless shelters and low income housing to ensure they can continue to provide community-based services at existing levels.

3.1 Encourage collaboration between social service providers to transition people from homelessness to self-sufficiency, through referrals citywide for counseling, drug and alcohol treatment, mental health counseling, temporary housing, job training and placement. Provide low-income tenants with assessment and referral to support services such as financial assistance and employment counseling. The Human Services currently serves these needs through the Continuum of Care process, which includes: Specialized Outreach and Assessment Services, assistance to Emergency Shelters, and through their Homeless Assistance Services including: day centers, hygiene services, meal programs, health care, information and referral services, and employment services.

3.2 Assist in funding the facility needs of existing homeless assistance services in an effort to provide services at their current level within the community.

To this end the City will assist in the funding of the following facility projects:

- Renovation of existing shelter kitchen and sleeping dormitory space at Downtown Emergency Service Center.
- Major renovation of the first floor of the Frye Hotel for providing on-site social services to Frye Hotel residents.
- Completion of the hygiene center remodel at the Compass Center and available for use to the whole community.

C. Neighborhood Access, Civility, and Public Spaces Strategies

- *Improve access to Pioneer Square during events, and secure parking available to residents, employees, and shoppers.*
 - *Enhance the public experience in Pioneer Square by improving pedestrian linkages and public spaces.*
 - *Improve cleanliness, safety, and behavior standards in public spaces*
 - *Utilize investments by sports facilities and other development projects to leverage additional funds to achieve selected revitalization objectives.*
-

1. Improve pedestrian linkages. Pedestrian and transit oriented amenities and infrastructure reinforce the economic and social vitality of the Pioneer Square neighborhood and provide mobility options that have a lower negative impact on community health and safety.

1.1 Identify and implement pedestrian improvements that will improve the safety of community members, guide visitors throughout the neighborhood, and minimize any disruptions caused by event-goers. These improvements will address needed investments and design deficiencies at the following locations:

- An extension of the Occidental Corridor between Jackson Street and King Street through streetscape improvements.
- Pedestrian improvements incorporated in the redesign and rebuilding of Fortson Square to help catalyze nearby redevelopment.
- Street trees and sidewalk repaving on 2nd Avenue between Yesler Street and Jackson Street.
- Selected pedestrian improvements as part of the numerous street improvement projects along the Jackson Street corridor.
- Redesign the bus stop at Union Station Square.
- Create safe, well designed and clearly marked crossings under the Alaska Way Viaduct.

2. Improve public spaces to support a vibrant pedestrian environment and vital economic climate within the neighborhood. Provide public spaces that are clean, accessible, safe, and attractive for use by all members of the Pioneer Square neighborhood.

2.1 The Pioneer Square Community Development Organization is taking the lead on the redesign of Fortson Square in an effort to create a more effective pedestrian link between the Metro bus tunnel and the rest of Pioneer Square, and to help strengthen the economic viability of the adjacent retail spaces. PSCDO will also seek other opportunities to improve the appearance and maintenance of public spaces within the neighborhood.

Fortson Square redesign completed. 2000
Reduction in vacancy rate for nearby ground floor retail space.

2.2 The Pioneer Square neighborhood has identified Occidental Park and the Occidental Corridor as critical public space redevelopment areas. The revitalization of these public spaces is significant due to the substantial relationship between the health of these community open spaces and the strength of adjacent business activity. Revitalization of these spaces is dependent upon the confluence of a variety of activities, including:

- Development of the parking lots east of Occidental Park into a mix of retail/commercial uses.
- Incorporation of the streetscape improvements along Occidental from King Street to Yesler into the design of the Football/Soccer Stadium and Exhibition Center. Components of the streetscape improvements will include:
 - a. brick crosswalks and paving where necessary;
 - b. location of trash receptacles that meet Pioneer Square design guidelines;
 - c. add plantings to realize the “green street” designation.

Development of nearby lots as mixed-use projects that support the utilization of the open spaces. 2002
Occidental Park and Corridor become a thriving, continuous pedestrian mall. 2002

2.3 Establish a special event and construction related clean-up program in coordination with the Public Stadium Authority and First and Goal Incorporated. This program will facilitate the timely and effective clean-up of immediate neighborhood during stadium construction as well as ongoing clean-up associated with event-day activities, and will give contract and hiring priority to local businesses and employees where appropriate.

First and Goal Inc. will establish a fund that will address event-related neighborhood clean-up for an estimated 75 events per year. This fund supports clean-up above and beyond the requirements of the master use permit. Ongoing

2.4 Advocate for the inclusion of permanent public restrooms as part of the redevelopment of key public and event spaces. Restrooms should be accessible for 18 hours each day. Public restrooms should be included in the King Street Station, the Union Station, the Stadium, and the Pioneer Square Fire Station.

The entire community has access to public restrooms in Pioneer Square for 18 hours each day.

2.5 The City, through the South Downtown Investment Strategy, will work to ensure that major development projects in the Pioneer Square vicinity serve to aid neighborhood revitalization compatible with the goals and objectives of the Neighborhood Plan, as approved by City Council. Projects planned under the South Downtown Investment Strategy include:

Safeco Field Baseball Stadium

Smith Tower Upgrades

Corona Building

Union Station Complex
King Street Center
City Light Projects
Gas Utility Projects
Sewer and Storm Utility Projects
King Street Station

Weller Street Pedestrian Bridge
Terry/Denny Building
Football Stadium Complex
Millennium Tower
CBD Street Lighting
Palmer Building Condominiums

Water Utility Projects
King Street Station Area
Butler Parking Garage
SR-519 Project
BNSF Mainline Track Realignment
Sound Transit Light Rail Corridor

Pacific Fiber Link Conduits

Outcomes

The activities and strategies described in this document are intended to revitalize the Pioneer Square neighborhood. The results of these efforts—the outcomes—are healthier, safer, more economically vibrant and stable communities over the next five years and beyond. In short, Neighborhood Revitalization Strategies should aid in the reorganization of, and investment in, the community's (often under appreciated) assets in order to better meet these objectives. The desired outcomes for Pioneer Square include:

- Increase in living wage employment opportunities for residents of Pioneer Square, including a focus on unskilled labor opportunities.
- Higher median income and increase in middle class residents and artists living in Pioneer Square.
- Increase in mixed income housing opportunities.
- Increased livability of community in friendlier and safer streets.
- New and stable businesses in place providing needed goods and services to residents, employers and tourists.
- Public spaces, open space and recreational areas are clean, vibrant, and well maintained for residents and employees of Pioneer Square.
- Stable and responsive services for the existing homeless population of Pioneer Square.

How will the city and neighborhood residents know if they are reaching these outcomes? Each activity listed above has specific measures, or targets, to achieve. The cumulative total of these actions, building new affordable housing units, developing new jobs, having families on sound financial footing, contribute to the realization of the five year revitalization outcomes. Monitoring the extent to which the outcomes are achieved will be undertaken by:

1. checking progress through the activity measures;
2. using the NRS DataProfile, and annual updates of the data it contains, to assess change in a range of community revitalization indicators in the areas of housing, employment and commerce; and
3. placing these quantifiable measures in the context of how neighborhood residents, community based organizations, and public officials perceive the well being of the neighborhood.

Neighborhood Revitalization Strategies

Southeast July, 2000

This document was developed in response to the Federal Department of Housing and Urban Development's authorization of the Neighborhood Revitalization Strategy (NRS) program. The program provides strategies and action categories designed to assist in the effort to revitalize the Southeast neighborhood. In addition, the strategies serve as a policy framework for spending Community Development Block Grant (CDBG) dollars within Southeast Seattle, by defining the strategic use of CDBG dollars and other monies available to the City in the implementation of community goals, fund programs, and services on a geographic scale appropriate to where people live. Additionally, if the Strategies are approved by HUD, the City is given enhanced flexibility in using CDBG funds to promote innovative programs.

The Seattle Office of Economic Development has been the lead agency involved in the drafting of the Neighborhood Revitalization Strategies. However, OED has engaged in extensive consultation with the Department of Housing and Human Services (now the Human Services Department and the Office of Housing), community development and service delivery organizations, and persons involved in neighborhood planning efforts. Central participants in the drafting of these strategies have been Southeast Effective Development and HomeSight, which are the City's key development partners in the Southeast communities, as well as the Southeast Seattle neighborhood groups participating in the Neighborhood Planning process. The selection of neighborhoods for which Neighborhood Revitalization Strategies are developed has been determined by a combination of factors. First, neighborhoods are eligible based upon criteria outlined by HUD and designed to ensure that the program serves communities experiencing a high concentration of economic distress. Second, the City determines that sufficient organizational capacity exists within the community to ensure that the flexibility offered will be utilized.

The "Key Strategies" section of the document provides the policy context and identifies implementation actions that will lead to the kind of economic revitalization that best serves Southeast Seattle. The "Core Economic Actions" are those activities that have been identified through community deliberation and that can be implemented within the five year revitalization timeline. Broad activity categories are highlighted in bold text with specific actions and performance targets following. Measurable performance targets allow tracking revitalization efforts over time. The desired result of all actions is defined within the "Outcomes" section of the document. In addition, a neighborhood baseline data profile, which will track changes in key revitalization indicators, accompanies this strategy document.

Community Boundaries

North: I-90 from Valentine Place to 30th Avenue S

South: Interstate 5 at City of Seattle city limits, due east to S. 51st Street, south on S 51st St and following City of Seattle city limits to S Leo Street, east on S Leo Street to S. Fountain St

West: I-90 at Valentine Place, south on Valentine Place to S Grand St, east on S Grand St to 20th Avenue S, south on 20th Avenue S to S Bayview St, east on S Bayview St to 23rd Avenue S, south on 23rd Avenue S to S Spokane St, east on South Spokane St to 24th Avenue S, south on 24th Avenue S to S Andover St, east on S Andover St to 24th Place S, south on 24th Place S to Cheasty Blvd, south on Cheasty Blvd to Beacon Avenue S, south on Beacon Avenue S to S

Columbian Way, east on S Columbian Way to S Americus St, east on S Americus St to 26th Avenue S, south on 26th Avenue S to S Angeline St, east on S Angeline St to 27th Avenue S, south on 27th Avenue S to S Ferdinand St, west on S Ferdinand St to 26th Avenue S, south on 26th Avenue S to S Orcas St, east on S Orcas St to 32nd Avenue S, south on 32nd Avenue S to S Raymond St, west on South Raymond St to 30th Avenue S, south on 30th Avenue S to S Graham St, west on S Graham Street to 1-5.

East: 1-90 at 30th Avenue S, south on 30th Avenue S to S Grand St, west on S Grand St to 29th Avenue S, south on 29th Avenue S to S Bayview St, east on S Bayview St to 33rd Avenue S, south on 33rd Avenue S to S Walden St, west on S Walden St to Wetmore Ave S, south on Wetmore Ave S to S Estelle St, east on S Estelle St turning into S Hinds St, south on York Road S to 37th Avenue S, south on 37th Avenue S to S Dakota St, east on S Dakota St to 38th Avenue S, south on 38th Avenue S to S Alaska St, east on S Alaska St to 47th Avenue S, south on 47th Avenue S to S Bennett St, east on S Bennett St to 48th Avenue S, north on 48th Avenue S to S Dawson St, east on S Dawson St to 52nd Avenue S, south on 52nd Avenue S to S Mayflower St, south on Wilson Avenue S to 52nd Avenue S, south on 52nd Avenue S to S Juneau St, west on S Juneau St to 51st Avenue S, south on 51st Avenue S to S Willow St, west on S Willow St to Rainier Avenue S, south on Rainier Avenue S to S Kenyon St, east on S Kenyon St to Seward Park Avenue S, south on Seward Park Avenue S to Cloverdale Place S, west on Cloverdale Place S to Wolcott Avenue S, south on Wolcott Avenue S to Seward Park Avenue S, south on Seward Park Avenue S to 57th Avenue S, south on 57th Avenue S to Waters Avenue S, south on Waters Avenue S to 58th Avenue S, south on 58th Avenue S to S Norfolk St, west on S Norfolk St to Renton Avenue S, south on Renton Avenue S to 57th Avenue S, south on 57th Avenue S to S Ryan St, east on S Ryan St to 59th Avenue S, south on 59th Avenue S to S Bangor St, west on S Bangor St to 56th Avenue S, south on 56th Avenue S to S Fountain St, east on S Fountain St to S Leo St

The Southeast revitalization area includes part or all of the following Census Tracts and Block Groups.

Tract	Block Group
94	1,2
95	4,5,6,7,8
100	1,2
101	2,3,4,5,6
102	2,3,4,5
103	1,2,3,4,5
104	1,2
110	1,2,3,4,5
111	3,4,5,6
117	1,2,3
118	2,3,4,5,6
119	5
120	

History and Geography

The Rainier Valley was first settled in the last part of the 19th Century. The area's exceptional timber stands led to construction of timber mills, farming, and residential development. Columbia City, in the heart of the valley, was incorporated as a city in 1892 and later annexed into Seattle. In 1978, the Columbia City Landmark District was established by the City of Seattle, and in 1980 the district was listed in the National Register of Historic Places. The population of the neighborhood revitalization strategy area, while primarily Southeast Asian and African-American, includes all of Seattle's ethnic groups. Recognized as the area with the greatest cultural diversity, Southeast Seattle currently attracts more recent immigrants than any other part of the city.

In the 1970's and early 1980's Southeast Seattle and the Rainier Valley suffered the loss of major retail and commercial businesses, including basic retail such as grocery stores. The area's economy slowed and increases in the numbers of residents living in poverty further eroded the commercial base. In recent years, retailers have reinvested in the area, and community-based development efforts are beginning to pay off.

Demographic Criteria

The revitalization strategies contained in this document apply to the designated area contained within the community boundaries identified above and are based upon the following criteria:

- The area is one of Seattle's Enterprise Communities—census tracts which must have more than 20 percent of the population living below the poverty level. *Census tracts 103 and 110, part of the Southeast Neighborhood Revitalization Strategy area, meet this criteria.*
- The area is comprised of census tracts and block groups where, when taken as an aggregate, more than 62 percent of the population ("upper quartile percentage") falls in the low or moderate income categories. *As a whole, in the area within the boundaries of the Southeast community boundaries over 62 percent of residents are low or moderate income.*
- In addition, the area is predominantly a residential community. *All census tracts and block groups in the designated area are primarily residential in nature.*

Consultation

This strategy document is a synthesis of many previous community-based and city-based planning efforts. The Southeast Seattle Action Plan, the primary community generated strategic plan for Southeast Seattle, was completed in 1991 and updated in 1994. The community development corporation SouthEast Effective Development (SEED) took the lead in developing the Southeast Seattle Action Plan. Each year the City of Seattle generates a response document to the Southeast Seattle Action Plan which provides information about efforts to implement the objectives contained in the plan. In addition to the Southeast Seattle Action Plan, SEED has launched a Main Street Program which articulates economic development objectives particular to the Rainier Valley Business Districts.

As part of its comprehensive planning process, the City of Seattle initiated a neighborhood planning program. Under the direction and support of the Neighborhood Planning Office, planning groups in Southeast Seattle engaged in a two year community visioning and planning effort. Planning groups in Southeast Seattle planned for the following urban village areas: North Rainier; Martin Luther King Jr. Way at Holly Street; Columbia City/Hillman City/Genesee; and Rainier Beach. Active community involvement contributed to the Neighborhood Revitalization Strategies, which have drawn from previous community and citywide planning processes, policies, and community based efforts, including

- *North Rainier Neighborhood Plan*, prepared by the planning committee as part of the city's Neighborhood Planning process in 1998.
- *Columbia City/Hillman City/Genesee Neighborhood Plan*, prepared by the planning committee as part of the city's Neighborhood Planning process in 1998.
- *MLK at Holly Street Plan*, prepared by the planning committee as part of the city's Neighborhood Planning process in 1998.
- *Rainier Beach Neighborhood Plan*, prepared by the planning committee as part of the city's Neighborhood Planning process in 1998.
- *The Southeast Seattle Action Plan*, prepared by SouthEast Effective Development with assistance from the City of Seattle Department of Neighborhoods in 1991 and updated in 1994. This document was a result of an extensive community outreach effort.
- *The Southeast Seattle Proposed Overall Economic Development Program*, prepared by the City of Seattle and SouthEast Effective Development in 1994.
- *City of Seattle's Response to the Southeast Seattle Action Plan*, prepared by the City of Seattle annually.
- *Rainier Main Street Strategic Economic Action Plan*, prepared by SouthEast Effective Development in 1996.
- *1999-2000 Consolidated Plan for Housing and Community Development*, prepared by the City of Seattle Department of Housing and Human Services.
- *Neighborhood Reinvestment Strategic Plan*, prepared by the City of Seattle in 1994.
- *Seattle Enterprise Community Application*, prepared by the City of Seattle in 1994 and 1995.
- *Annie E. Casey Seattle Jobs Initiative Program Plan*, prepared in cooperation with the City of Seattle's Office of Economic Development in 1996.

Assessment

The Southeast Seattle Neighborhood is a predominantly residential area of the city with a highly concentrated stock of subsidized housing. Two of the Seattle Housing Authority's largest Garden Communities (Holly Park and Rainier Vista) are located along the western edge of the Rainier Valley. Southeast Seattle has a rich racial and ethnic diversity and is home to large numbers of recent immigrant families with children. This diversity accounts for the many cultural and social assets within the community but also means that many residents confront cultural and language barriers to employment and self-sufficiency. In addition, the area has encountered problems associated with under-investment in commercial real estate and public infrastructure, difficult access to jobs, and the perception that the community has a high rate of crime. While high rates of unemployment, poverty, and housing assistance are concentrated in the Rainier Valley, the surrounding geography contains high value lakeside and view property. Revitalization of the Rainier Valley will have as key components the capture of the residential spending capacity of these surrounding neighborhoods, as well as the provision of better transit linkages to employment centers, preparation of low income residents for the existing job market, improvement in the ability to access capital for local small

businesses and entrepreneurs, and maintenance of an appropriate mix of social and housing support services within the community.

Problems

- Commercial and industrial property is currently underutilized in the SE area. Local businesses capture only a portion of local spending. A trade area analysis of the Rainier Valley indicates that there is \$28 million of annual uncaptured retail demand and \$29 million in uncaptured service demand. Southeast business development has not reached its potential capacity due to barriers such as: poor access to capital; difficulties with site assembly; and the challenge of targeting a particular market in such a diverse population.
- Unemployment is higher in SE than in the rest of Seattle. According to the 1990 census, the unemployment rate in 1990 was 9 percent compared to 4.9 percent citywide. When broken down by race, 7.6 percent of Whites were unemployed, 13.3 percent of African Americans were unemployed, and 6.1 percent of Asians or Pacific Islanders were unemployed.
- The median 1990 household income in Southeast Seattle was considerably lower than for the City as a whole. The percentage of persons living in poverty was higher (16.5%) than citywide (12.4%). In Southeast Seattle as many as one-quarter of all persons under 18 were living in poverty in 1990. Southeast has over twice the percentage of single parent households than the City as a whole. In addition to lower income levels, Southeast Seattle also has a population with comparably lower levels of educational attainment.
- Public health problems are more prevalent in Southeast Seattle than in other parts of the city. According to the Seattle-King County Department of Public Health, Southeast Seattle had higher rates of pre-term births; teen pregnancy; and death from cancer, heart disease, and diabetes.
- Crime rates are high. According to the Seattle-King County Department of Public Health, in 1990, the incidence of homicide and legal intervention in relation to a death in Southeast Seattle was higher than any other area within the County and over twice as high as the rate for the entire U.S.A. The number of firearms recovered in connection with deaths in Southeast Seattle was twice as high as for any other area in King County.
- There is a heavy concentration of subsidized housing in Southeast Seattle. Thirty-three percent of all rental units in Southeast Seattle are subsidized compared to seventeen percent for the city as a whole. The City's 1989 Housing Condition Survey shows Southeast Seattle to be one of the neighborhoods with a high proportion of housing in a "deteriorated" or "dilapidated" condition.
- Southeast Seattle is in need of street improvements and efforts to enhance the physical environment. Southeast Seattle has, in recent history, suffered from a lack of investment in its built environment. This has led to deteriorated and unsafe streets, alleys, sidewalks, and common areas. Recently, the level of investment has picked up but there is still a pressing need for additional infrastructure to ensure a safe and inviting community environment.

Community Vision

Southeast Seattle envisions itself as a clean, attractive community where litter is picked up and both public and private property is well maintained. All neighborhoods are stable, safe and secure. Commercial areas are interesting and attractive. Seattle and the Southeast communities take pride in the ethnic and economic diversity of their neighborhoods. The stable residential neighborhoods have been strengthened and are places where people choose to stay and raise families. Southeast Seattle is a place where children grow up knowing they will have opportunities to be employed and be an important part of the community. Recreational and cultural opportunities abound. Reinvestment in the area is apparent and continues.

Key Strategies

Reinforce the Urban Village concept in Southeast Seattle; develop mixed use and transit centers while preserving the historic commercial and residential character of the area. The Urban Village strategies integrate transportation, land use, housing, and infrastructure development efforts in such a way as to create safe and active neighborhoods. Mixed-use centers allow some residents to work near their homes and enable the provision of transit services for those who cannot. The redevelopment of industrial and commercial property brings living wage jobs into the area. Central to this strategy is working with Sound Transit in locating light-rail stations in a manner that reinforces existing mixed-use, pedestrian-oriented, urban centers.

Build development and neighborhood capacity within the community by capitalizing upon the strengths of existing neighborhood efforts and organizations. Real community development comes through building local capacity. In Southeast Seattle there are numerous community councils and planning committees as well as non-profit community development organizations such as SEED and HomeSight. It is the policy of the City to encourage and invest in these efforts whenever possible.

Help link residents with employment opportunities. Providing residents with increased opportunities to pursue education and job training, as well as creating community linkages with potential employers, are important tactics for reducing high unemployment. The Seattle Jobs Initiative is taking on this task. In addition, minimizing transportation, language and child care barriers are also necessary components of a comprehensive employment strategy. Redeveloping commercial and industrial areas within the city will offer new job opportunities for residents of Southeast Seattle.

Promote local residential spending that reinvests in the community while strengthening the area's role as a shopping destination. Thriving local businesses that keep local income circulating within the community, provide employment opportunities for Southeast residents, and attract non-residents to shop in the area is key. Supporting small start-up and expanding businesses that typically have difficulty getting access to capital, technical, and managerial assistance is critical.

Invest in local housing stock and home ownership while retaining existing low-income housing. Housing values in Southeast Seattle have historically been lower than in the City as a whole. Due to lower house values there have been opportunities for lower and middle income home ownership. House values, however, have been on the rise in the 90's. The challenge over the next decade will be to retain the economic diversity of the community while adopting and pursuing policies that help to stabilize the area.

Assist Southeast Seattle to become a better and safer place to live, work, and shop by investing in capital improvements and community policing. High crime and the perceptions of high crime need to be reduced by providing more street lighting, a more visible and familiar police presence, and a more cooperative relationship between residents, businesses and public safety officials. The high proportion of children in the area require additional investment in parks, play fields, crosswalks and traffic signalization.

Support youth related services. The percentage of youth residing in Southeast Seattle is nearly twice that of the City as a whole. The future stability and vitality of Southeast Seattle is dependent upon providing its youth with a healthy and stimulating array of recreational, educational, and employment opportunities.

Core Economic Actions

The previous strategies are meant to guide a variety of actions, either presently underway or contemplated over the next five years. Strategies provide the shape and direction that neighborhood revitalization will assume. In the section that follows, the strategies are listed again along with accompanying action items. Not all activities that have been planned or are being considered within the neighborhood are included below. The actions that are included require some role for the City of Seattle, represent opportunities for partnership between the City and private interests, or represent core revitalization activities that have been identified in the four Southeast Seattle neighborhood plans, have identified implementing agents, and need CDBG funds or other public support. Action items are described in varying levels of detail depending on the degree to which project specifics have been solidified. Over time actions may be adjusted and new actions identified. The basic structure of this document (specific strategies and action categories) was designed to allow these modifications over time while ensuring adherence to a neighborhood determined revitalization model. Specific performance measures and completion dates are also included with each major action item.

A. Economic Development Strategies

- *Build development and neighborhood capacity for creating neighborhood change.*
- *Promote local residential spending that reinvests in the community while strengthening the area's role as a shopping destination.*
- *Help link residents with employment opportunities.*

1. Provide financial and technical support for community economic development efforts in Southeast Seattle.

1.1 The City will support the timely identification and implementation of important development projects as described in this document. Funds will be utilized as equity investments for commercial, residential, or mixed-use developments as well as to support marketing, communication, and community service activities.

City will support annual funding for specific CDC eligible activities and operational support that leads to specific community development activities listed throughout this document; as well as to allow the CDC to act as a neighborhood intermediary institution.

1.2 The city will work with SEED to secure financing tools to assemble the site and begin development of the Rainier Valley Square II commercial and housing development project. This project is estimated to bring as many as 100 new jobs and provide 80 units of new housing to the area. See the Urban Village strategies for project details.

2. Invest in business development through providing access to capital and knowledge

2.1 The City will provide assistance to allow Community Capital Development Corporation, a small business loan and technical assistance center that has taken over the City's small business loan portfolio, to provide loans and technical training and support to businesses in Southeast Seattle. Community Capital targets its loan and assistance programs within the Seattle Enterprise communities which includes Southeast Seattle.

At least 12 loans issued to Southeast Seattle businesses.

At least 35 businesses receive technical training and support.

At least 10 new jobs created or retained from business retention.

At least 15 new jobs created or retained from business development and/or expansion.

2.2 SEED will continue its Main Street Program, which is working to revitalize the Genesee, Hillman City and Columbia City business districts. This program includes business district promotion and marketing, technical assistance to businesses, and general efforts to improve the physical condition of the business districts. During program operation the following targets will be pursued:

20 area businesses will be referred to technical assistance programs annually.

Of these, 5 businesses will receive technical assistance.

6 businesses interested in locating in the target business districts will receive information and assistance from SEED annually. Of these 3 businesses will locate in the target business districts, creating 6 new employment opportunities.

4 area businesses will improve their façades through the Business District Enhancement Fund annually.

3. Link unemployed and underemployed residents with employment opportunities.

3.1 The City will help to develop new job opportunities through the Seattle Jobs Initiative. Seattle Jobs Initiative is a major effort underway to connect unemployed and under-employed adults to jobs in sectors that are experiencing growth and with companies that will provide career ladders and opportunities for advancement. SJI works with local training institutions and employers to develop short-term, competency-based vocational training in these sectors. All of the training offerings include jobs search training, soft skills job readiness training, and workplace basics (ABE and ESL) preparatory training. These training offerings can be accessed through SJI's community service providers.

Citywide SJI will place 2000 job seekers in new jobs paying at least \$8/hr.
After six months between 75 and 85 percent of placements will be retained.
After two years between 60 and 75 percent of placements will be retained.
Neighborhood specific performance targets will be developed during 1999.

2000

3.2 The Seattle Housing Authority, in coordination with HUD, the Rockefeller Foundation, and the Manpower Demonstration Research Company, will operate a Jobs Plus Demonstration program at Rainier Vista. At the core of the Jobs Plus program will be a resident-run Jobs Resource Center focused on education, recruitment, advocacy, and employer hiring partnerships. The program will also focus on the removal of barriers to employment by providing child care and transportation, and overcoming language and cultural differences. The Jobs Resource Center will be housed within Rainier Vista but available, as a community resource, to the larger neighborhood.

The efforts of this program will lead to 240 job placements over the next three years, effectively more than doubling the placement rates of residents of the Rainier Vista community. Job retention rates and targets for outreach activities will be established in early 1999.

B. Housing Strategy

- *Invest in local housing stock and home ownership while retaining existing low-income housing.*
-

1. Stabilize the area and reduce displacement through assisting home ownership. Increased homeownership will strengthen and stimulate area retail and commercial cores through the infusion of new home owner dollars while increasing the stability of the residential base.

1.1 Support homeownership opportunities for existing residents. In part through funds made available from the 1995 Housing Levy, the City has established a Home Buyer Assistance Program, a Downpayment Assistance Program, and a Location Efficient Mortgage Program all designed to provide ownership opportunities to households that would otherwise remain renters. HomeSight manages a revolving loan fund available to provide down payment assistance for households at or below 80% of median income. These loans are currently available for homes purchased in the Central Area, Southeast Seattle, Southwest Seattle and Downtown.

At least 50 Southeast residents will purchase homes through these programs annually.

1.2 The City will partner with HomeSight in its efforts to increase homeownership opportunities, and use homeownership as a community revitalization tool, within the city designated Homeownership Zone, which includes portions of the Columbia City, Brighton, and Dunlop neighborhoods of Southeast Seattle (Census Tract 103). A combination of tools and resources will be focused upon the Homeownership Zone such as, the city's HomeWise loans for home renovation, the city's home buyers assistance program, HomeSight's revolving down payment assistance fund and home buyer education classes, and the investment in HomeSight's Nogi Gardens development project. HomeSight will provide at least one home buyer assistance orientation workshop each quarter. The anticipated benefits of the Homeownership Zone include: new resident expenditures within the community that will buoy area businesses; increased stability in the residential population; relief to low and moderate income residents

searching for a permanent means for remaining in the community; a reduction in property crime and vandalism as more people become invested in their community; an increase in the attractiveness of the area as a residential neighborhood; and increased residential opportunities near the proposed regional light rail stations that will serve the Rainier Valley.

Provide one-on-one homebuyer consultation services to 200 potential home buyers annually. 125 new "Active Clients" will be added to the HomeSight program annually from Southeast. Other measures included elsewhere.

1.3 Support HomeSight in its Noji Gardens development project. On 6.5 acres of currently underused and blighted land HomeSight will build 75 units of new, affordable homes to serve a wide range of household incomes, family sizes, and cultures. The project will combine single family, duplex and four-plex town homes. Approximately 65% of home purchasers will be low- and moderate-income households (at or below 80% of Seattle median annual income) and 35% will be earning between 81% and 100% of Seattle median annual income. Noji Gardens introduces the use of two story single family manufactured homes to the Pacific Northwest. The town homes will be the first manufactured town homes in the country.

Phase I new construction of 8 units.	1999
Phase II new construction of 36 units single family and town homes.	2000
Phase III new construction of 31 units single family and town homes.	2002
Creation of up to \$12.7 million in appraised home values.	
In total a creation of 75 new homeowners.	

2. Seek opportunities to increase housing options through the production of rental housing for a range of income levels.

2.1 Utilize the multi-family tax abatement program as a catalyst for new housing development. This program allows for the abatement of the improvements portion of the property tax for up to ten years for buildings with four or more new units. The city estimates that 350 units of housing will be produced each year, for four years, citywide utilizing this incentive program.

The city and the CDCs will work to ensure that the tax abatement option assists in bringing at least 200 new units of housing into the Southeast Seattle housing market.

1999-2003

2.2 The Seattle Housing Authority will continue its redevelopment of the Holly Park community. This redevelopment project consists of the removal of 871 units of deteriorated rental housing to be replaced with a mix of new rental and for-sale housing, within a revised street grid, serving a range of household incomes. Upon completion, the community will contain 1200 units of housing, including approximately 400 for-sale housing units. Approximately one-third of the 1200 units will be dedicated to very low-income households and approximately one-third for moderate-income households. The Holly Park Campus of Learners and Family Center will host a Seattle branch library on site, as well as classrooms for South Seattle Community College, Head Start, child care, youth tutoring, employment programs, and small business assistance services.

Approximately 400 units of very low-income housing will be replaced at Holly Park. (the rest (471) will be replaced in other locations in the city by SHA and non-profit providers) An additional 350 new units will be available for low to moderate-income households. Upon completion 400 units of for-sale housing will be provided at Holly Park. Upon completion up to 1200 households will have on-site access to a wide range of educational and educational support services.

2.3 Continue to track the status of federal project-based subsidy projects (Section 8) and

provide assistance to help preserve them. The City will provide financial help when appropriate (and funding permits) and help in getting accurate information on project status to tenants.

The Office of Housing will continue to monitor the status of Section 8 housing and work with the neighborhood to develop strategies for retaining these properties as affordable housing.

3. Improve the condition of existing housing through housing improvement loans and assistance.

3.1 SEED will continue its Southeast Apartment Improvement Program, which provides direct technical and managerial assistance to apartment managers within the area. SEED will also look for opportunities to acquire and rehabilitate and manage existing rental housing within Southeast Seattle.

4 owners or managers of rental apartments will receive direct technical or managerial assistance annually.

2 public workshops will be offered on apartment management topics of general interest annually.

SEED will enter into purchase and sale agreement on 1 property with existing or suitable for future rental apartments.

1999

Completed construction or rehabilitation of rental housing managed by SEED.

2000

3.2 Provide HomeWise rehabilitation loans and weatherization grants for low and moderate-income homeowners through the Office of Housing. Rehabilitation loans are at 3 percent interest for loan amounts up to \$40,000. Projects range from energy conservation measures and major home repairs to accessibility improvements.

On average 100 Southeast low and moderate-income households will receive HomeWise loans or grants annually, including 18 rehabilitation and 82 weatherization.

Some of these residents will be able to stay in homes that might otherwise become unlivable due to lack of repairs, while other residents will see a reduction in their utility bills and increase in comfort level as a result of weatherization efforts.

C. Urban Village and Land Use Strategy

- *Reinforce the Urban Village concept in Southeast Seattle; develop mixed use and transit centers while preserving the historic, commercial and residential character of the area.*
-

1. Work toward developing transit centered urban villages in Southeast Seattle.

1.1 The City is partnering with Sound Transit and the Southeast Seattle neighborhoods to engage in station-area planning along the light rail alignment. The station-area planning process will maximize development opportunities adjacent to the station locations, minimize adverse impacts of rail alignment and station location, and ensure a station design that is compatible with and complements the surrounding community. Station-area planning will address station design

and amenities, development and land use issues, pedestrian, bicycle, and transit connectivity, parking issues, and arts and open space opportunities. Within or near each of the urban villages in Southeast Seattle there will be located at least one light rail station. The general locations are:

North Rainier—in the vicinity of S. McClellan St;

Columbia City—a number of possible locations serving Columbia City and Rainier Vista;

MLK and Holly—located at MLK and Othello; and

Rainier Beach—located at MLK and S. Henderson St. with transportation linkages to the town center.

While each neighborhood will have different requirements relating to station design and vicinity planning, all the neighborhoods in the Rainier Valley have some commonly articulated desires, including that light rail alignment and stations will:

- Reinforce the “town centers” as the residential and commercial cores of the Rainier Valley.
- Promote new housing and commercial development.
- Provide sufficient east-west and circulation transit connector service.
- Include a Residential Parking District or other means of minimizing parking spill-over.
- Implement pedestrian and bicycle improvements within the neighborhoods.

The development of four neighborhood specific station-area plans that have been endorsed by the city, the community, and Sound Transit

2001

1.2 SEED will work toward facilitating partnerships with the City/Sound Transit and private developers to realize the residential and commercial development goals of the four urban villages in Southeast Seattle. SEED will work with neighborhood planning groups to identify development opportunities within urban village boundaries, and will work with the Office of Economic Development, lenders, developers, and property owners to establish the feasibility of development sites. The ultimate goal is to acquire property, design rail stations and surrounding development that will serve the community as well as increase transit ridership.

Identify two possible residential and/or commercial development locations within each urban village.

1999

Identify a development team for one of the sites in each urban village.

1999

Property acquisition and development design for residential and/or commercial development

2000

Development projects lead to 100 new units of housing and commercial space that supports 20 new jobs.

2002

1.3 The city will support SEED in its continued efforts to develop commercial property along Rainier Avenue north of the Rainier Valley Square shopping mall. SEED will acquire, assemble, and package development sites in order to create a mixed-use, urban, transit oriented commercial center. The commercial center will include multiple retail structures with parking in between. A second phase of the development will create up to 80 units of market rate housing adjacent to the commercial center.

Commercial site acquisition of a total of 8 parcels.

2004

Commercial construction completed that provides commercial space sufficient to bring 100 new jobs to the community.

2005

Residential site acquisition of a total of 8 parcels.

2004

Residential construction completed that provides market rate housing for 80 households.

2006

2. Invest in urban infrastructure that will support transit and pedestrian-oriented commercial and residential development.

2.1 The City will work with Southeast communities to implement town center street and pedestrian improvements as part of the neighborhood plan response and implementation process. Currently accessibility in Southeast Seattle is provided by the two major north-south auto-oriented arterials (Rainier Avenue and MLK Jr. Way). Neighborhood Planning groups realize that if Southeast Seattle is to realize its full potential as a string of urban villages served by light rail this auto-orientation will need to be modified somewhat. Neighborhood planning groups in Southeast Seattle have identified priority infrastructure investments needed to help realize their town center objectives. These investments vary from one town center to the next, and will require additional review and approval by city departments but will include: pedestrian scale lighting along key pedestrian streets; installation of appropriately scaled sidewalks in key locations; implementation of traffic calming mechanisms within town centers; and development of tree planting and street furniture plans.

In 1999 the City and Southeast Seattle plan steward will begin steps toward implementing key street and pedestrian improvements.

1999

D. Neighborhood Health and Safety Strategies

- *Make Southeast Seattle a better and safer place to live, work, and shop by investing in capital improvements and community policing.*
 - *Support youth related services.*
-

1. Invest in efforts to improve public spaces and public safety.

1.1 The City will work with Southeast communities to implement public safety improvements for Southeast Seattle that build upon the recommendations of the Neighborhood Planning groups and the ongoing work of the Southeast Crime Prevention Council. Recommended improvements are neighborhood specific, and will require additional review and approval by city departments, but will include: efforts to coordinate a litter control program; enforcement of storefront and sidewalk maintenance standards in commercial areas; improved pedestrian level street and alley lighting; and promoting a highly visible police presence in the area.

In 1999 the City and Southeast Seattle plan steward will begin steps toward implementing neighborhood specific public safety improvements.

1999

1.2 Support the Southeast Seattle Arts Council (SESAC) in adding murals, sculptures, and other visual arts to the area. The city and SEED will assist SESAC in its ongoing efforts to incorporate the work of local artists in capital projects. In the near future SESAC will be

working to identify community artists and types of artwork to be included as part of transit station development.

Develop 3 new public art projects within the community.
Develop public art priorities for transit development in Southeast.

1999
2002

2. Support youth related services.

2.1 The city supports providing comprehensive case management services to youth at risk of becoming involved in gang related activities through the Seattle Team For Youth and the Minority Outreach Program. These programs are collaborative efforts undertaken by the Seattle Public Schools and community-based organizations that provide support services including individual and family counseling, drug and alcohol abuse treatment, tutoring, mentoring, leadership development, employment assistance, and recreational programs. Anti-Gang Case Management services in Southeast Seattle are provided by Southeast Youth and Family Services, the Atlantic Street Center, and YouthCare.

Case management services will be provided for 300 at-risk youth annually system wide, through programs primarily serving low/moderate income communities including Central Area, Southeast Seattle and the International District. At least 50 percent of youth enrolled will reduce criminal or diversion-related incidents for three months or more.
At least 25 percent of youth enrolled will improve school attendance for three months.
At least 33 percent will improve positive relationships with families and peers.

2.2 Expand and build upon the award winning Powerful School model for creating strong schools and healthy communities. The city will look for opportunities to find funding and other resources that help Powerful Schools provide that every student exits 5th grade meeting or exceeding the state educational standards, and that the community utilizes the rich resources available at the four Powerful Schools (Hawthorne, Muir, Whitworth, and Orca elementary). In addition, support the expansion of the Powerful Schools strategy to other Seattle communities through training and consultation efforts.

Between 1999 and 2004 Powerful Schools will expand their services in the following ways:

- Develop four new *Powerful Writers*, *Reading Club* and *Powerful Buddies* programs to provide mentors and tutors to students to ensure their academic acceleration.
- Extend the *Community Schools* program that provides after school and evening educational classes for the entire community into other Southeast Seattle Enterprise Community neighborhoods.
- Extend the Grassroots Technology Program that provides training, free community access to the schools computer labs, and free used computers for home utilization among low-income families into other Southeast Seattle Enterprise Community neighborhoods.

Outcomes

The activities and strategies described in this document are intended to revitalize Southeast Seattle. The results of these efforts—the outcomes—are healthier, safer, more economically vibrant and stable communities over the next five years and beyond. In short, Neighborhood Revitalization Strategies should aid in the reorganization of, and investment in, the community's (often under appreciated) assets in order to better meet these objectives. The desired outcomes for Southeast Seattle include:

- Increased access to living wage job opportunities for residents of Southeast Seattle.
- Increased median income of Southeast Seattle residents.
- Safer and healthier community in which to live and work.
- Improved transit linkages to other neighborhoods and employment centers within Seattle.
- Pedestrian improvements implemented in the urban village centers and along primary residential arterials.
- Increased livability of community from friendlier and safer streets through street improvements and beautification planned and completed.
- Increase in local business development and expansion and job creation and retention that will capture a greater share of residential spending.
- Stabilization of community through retention of middle class homeowners.
- Development of mixed use projects in urban village nodes that provide an array of housing options and neighborhood employment opportunities.

How will the city and neighborhood residents know if they are reaching these outcomes? Each activity listed above has specific measures, or targets, to achieve. The cumulative total of these actions, building new affordable housing units, developing new jobs, having families on sound financial footing, contribute to the realization of the five year revitalization outcomes. Monitoring the extent to which the outcomes are achieved will be undertaken by:

1. checking progress through the activity measures;
2. using the NRS DataProfile, and annual updates of the data it contains, to assess change in a range of community revitalization indicators in the areas of housing, employment and commerce; and
3. placing these quantifiable measures in the context of how neighborhood residents, community based organizations, and public officials perceive the well being of the neighborhood.